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in War
(SECOND EDITION)

By

Lieut.-Col. W. G. LINDSELL,
D.S.O., O.B.E., M.C., p.s.c., R.A.

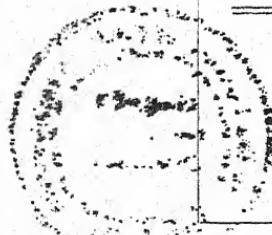
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MILITARY ORGANIZATION AND ADMINISTRATION



BY
COLONEL W. G. LINDSELL

D.S.O., O.B.E., M.C., p.s.c., R.A.

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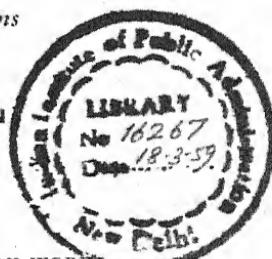


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PREFACE TO 1ST EDITION.

THE object of this book is to summarize a few of the many important administrative matters which are dealt with in the official publications, with a view to assisting officers in their study of Military Administration, both for examination purposes and in its practical application in the performance of their military duties.

References to K.R. where they appear in the text are to the 1914 edition.

All quotations from official books are published with the permission of the Controller of His Majesty's Stationery Office.

PREFACE TO 9TH EDITION.

THE issue to the Army of the 1929 edition of Field Service Regulations has necessitated certain amendments in this book. The opportunity has been taken to include in the new edition a detailed explanation of the London System of Pay Accounting which is being gradually adopted by all units.

January, 1930.

PREFACE TO 10TH EDITION.

THOUGH some measure of finality is now being reached in our post war regulations and training manuals, the continued advance in mechanization and corresponding changes in our training methods and preparations for war, necessitate further corrections in this book which reaches its tenth edition in 1930.

PREFACE TO 11TH EDITION.

FIELD Service Regulations, Volume I, 1930, has now been issued to the Army, and various amendments to regulations arise therefrom. The eleventh edition of this book has accordingly been brought into line with recent changes, and a short section has been added explaining the new organization for repair of equipment in the field. Instructions for pay duties have also been revised in accordance with the latest instructions on this subject.

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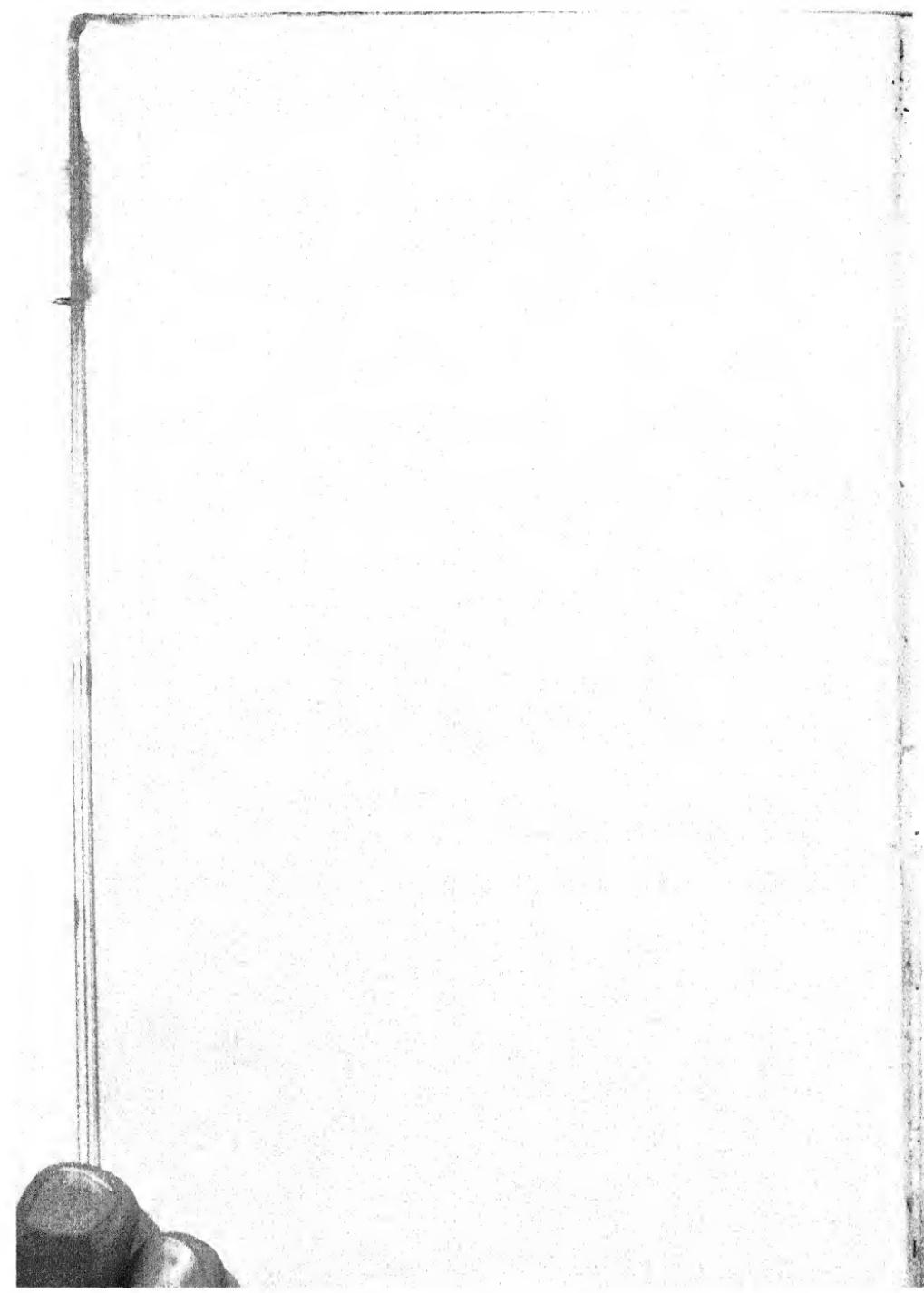
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INTRODUCTION

ONE of the outstanding lessons of the Great War, and one which is applicable to all theatres of war and all natures of warfare, is that success can only be assured by sound organization and good administration.

Armies, such as nowadays are required for Continental warfare, cannot be handled successfully unless the sound principles of Military Organization and Administration are understood and practised.

In the small wars which so frequently fall to the lot of the British Army it is the administrative problems involved which often prove more difficult than the actual defeat of the enemy in battle.

Military Administration includes the provision of an army's needs in men and material supplies of all kinds, the maintenance of the army in health and reasonable comfort, the upkeep of its equipment, ammunition, engineer stores, animals and vehicles, the renewal and repair of worn and damaged articles, the replacement of its expenditure of fuel, petrol and many other commodities, and the transportation and labour problems involved in the provision of all these requirements.

Any study of the Art of War is incomplete without a study of Military Administration.

That this is recognized by the authorities is clear from the fact that Papers on Organization, Administration and Equipment are set at promotion examinations

and for the entrance examination for the Staff College, and also that courses have been held during the past three years with the special object of inculcating a sound knowledge of Military Administration, and teaching the application of business methods and sound organization to Army requirements.

LIST OF ABBREVIATIONS IN COMMON USE AND THEIR MEANINGS

A.A.	... Anti Aircraft.
A.B.	... Army Book.
A.C.G.	... Assistant Chaplain General.
A.A.G.	... Assistant Adjutant General.
A.D.A.P.S.	... Assistant Director Army Postal Services.
A.D.M.S.	... Assistant Director of Medical Services.
A.D.O.S.	... Assistant Director of Ordnance Services.
A.D.V.S.	... Assistant Director of Veterinary Services.
A.D.S. & T.	... Assistant Director of Supplies and Transport.
A.F.	... Army Form.
A.G.	... Adjutant General.
A.M.S.	... Assistant Military Secretary.
A.P.M.	... Assistant Provost Marshal.
A.Q.M.G.	... Assistant Quartermaster General.
A.R.P.	... Ammunition Refilling Point.
B.A.C.	... Brigade Ammunition Column.
C.A.	... Command Accountant.
C.C.S.	... Casualty Clearing Station.
C.E.	... Chief Engineer.
C.G.S.	... Chief of the General Staff in the Field.
C.I.G.S.	... Chief of the Imperial General Staff at the War Office.
C.O.O.	... Chief Ordnance Officer.
C.P.	... Command Paymaster.
C.R.A.	... Commanding Royal Artillery.
C.R.E.	... Commanding Royal Engineer.
C.S.O.	... Chief Signal Officer.
D.A.G.	... Deputy Adjutant General.
D.A.A. & Q.M.G.	... Deputy Assistant Adjutant and Quartermaster General.
D.A.A.G.	... Deputy Assistant Adjutant General.
D.A.D.O.S.	... Deputy Assistant Director of Ordnance Service.
D.A.D.R.	... Deputy Assistant Director of Remounts.
D.A.D.V.S.	... Deputy Assistant Director of Veterinary Services.
D.A.P.M.	... Deputy Assistant Provost Marshal.

D.A.Q.M.G.	...	Deputy Assistant Quartermaster General.
D.D.M.S.	...	Deputy Director of Medical Services.
D.D.O.S.	...	Deputy Director of Ordnance Services.
D.D.V.S.	...	Deputy Director of Veterinary Services.
D.B.O.	...	District Barrack Officer (In war possibly Divisional Burials Officer).
D.O.R.E.	...	Division Officer Royal Engineers.
D.Q.M.G.	...	Deputy Quartermaster General.
F.S.R.	...	Field Service Regulations.
G.H.Q.	...	General Headquarters.
G.S.O.	...	General Staff Officer.
G.O.C.	...	General Officer Commanding.
H.T.	...	Horse Transport.
I.O.M.	...	Inspector of Ordnance Machinery.
I.O.O.	...	Inspecting Ordnance Officer.
K.R.	...	King's Regulations for the Army.
L.G.S.	...	Limbered General Service (Wagon).
L. of C.	...	Line of Communication.
M.A.C.	...	Motor Ambulance Convoy.
M.D.S.	...	Main Dressing Station.
M.L.O.	...	Military Landing Officer.
M.F.O.	...	Military Forwarding Organization.
M.P.	...	Military Police.
M.T.	...	Mechanical Transport.
M.V.S.	...	Mobile Veterinary Section.
P.M.	...	Provost Marshal.
Q.M.G.	...	Quartermaster General.
R.A.P.	...	Regimental Aid Post.
R.O.O.	...	Railhead Ordnance Officer.
R.S.O.	...	Railhead Supply Officer.
R.T.O.	...	Railway Transport Officer.
S.A.A.	...	Small Arms Ammunition.
S.R.P.	...	Supply Refilling Point.
V.E.S.	...	Veterinary Evacuating Station.

MILITARY ORGANIZATION AND ADMINISTRATION

CHAPTER I ORGANIZATION.

SECTION 1.

The System of Command and General Organization of the Army in Peace and War.

THE policy governing the organization of the British Army is determined by the Cabinet. In framing this policy the Cabinet is assisted by the recommendations of the Committee of Imperial Defence which is constituted as follows :—

The Prime Minister as President, the Chairman (Deputy to the Prime Minister), the Secretary of State for War, the Secretary of State for Air, the First Lord of the Admiralty, the Chancellor of the Exchequer or the Financial Secretary, the Secretary of State for Foreign Affairs, the Secretary of State for the Colonies, the Secretary of State for India, the Chiefs of Staff of the three Fighting Services, the Permanent Secretary of the Treasury as head of the Civil Service.

In addition to these, other British or Dominion Ministers of the Crown and other officials, or persons having special qualifications, will be summoned as members by the President according to the nature of the business.

The functions of the Chairman of the Committee of Imperial Defence are :—

- (i) To preside over the Committee of Imperial Defence in the absence of the Prime Minister.

- (ii) To report to the Prime Minister (when he himself has not presided) and to the Cabinet the recommendations of the Committee of Imperial Defence.
- (iii) In matters of detail, to interpret the decisions of the Prime Minister and the Cabinet thereupon to the Departments concerned.
- (iv) Assisted by the three Chiefs of Staff to keep the defence situation as a whole constantly under review so as to ensure that defence preparations and plans and the expenditure thereupon, are co-ordinated and framed to meet policy, that full information as to the changing naval, military, and air situation may always be available to the Committee of Imperial Defence and that resolutions as to the requisite action thereupon may be submitted for its consideration.

In addition to the functions of the Chiefs of Staff as advisers on questions of sea, land, or air policy respectively, to their own Board or Council, each of the three Chiefs of Staff will have an individual and collective responsibility for advising on defence policy as a whole, the three constituting, as it were, a Super-Chief of a War Staff in Commission.

The policy which governs the organization of the Army to-day may be briefly outlined as follows :—

- (i) The maintenance at home in peace of a small force only sufficiently strong to meet the requirements of reliefs, and draft finding for our Overseas garrisons, and to form the framework of an expeditionary force.
- (ii) The maintenance of our Overseas garrisons at sufficient strength for the safety of the defended ports, for the maintenance of order, and for meeting our responsibilities under the mandates.

- (iii) The maintenance at home of a reserve sufficiently strong to convert our units serving at home into an expeditionary force of five divisions and one cavalry division, which shall be available to reinforce the Colonial garrisons or to act in co-operation with the Navy and the Royal Air Force as Imperial interests may require.
- (iv) The maintenance at home of a Territorial Army of fourteen divisions, one cavalry division, and two air defence brigades, which shall form the means for the temporary expansion of the Army in a national emergency, and provide the framework of a national mobilization involving possibly the full man-power of the country.

The chief component parts which together constitute the Army of the British Empire are as follows :—

- (i) The British Regular Army with its reserves, including the Supplementary Reserve.
- (ii) The Territorial Army and the Territorial Army Reserve when formed.
- (iii) The Indian Army, consisting primarily of units raised in India and formed almost entirely of natives of India, with British officers ; and the Indian Army Reserve.
- (iv) Colonial Units of the British Regular Army, raised and controlled by the War Office, such as the Royal Malta Artillery.
- (v) Local forces raised in certain colonies, dependencies and mandated areas, which are administered by the Colonial Office, such as the West African Frontier Force.
- (vi) The Dominion Forces raised and controlled entirely by the self-governing dominions, such as Australia and Canada.

The common link between the various component parts of the military forces of the Crown being the Imperial General Staff, which, by its far-reaching liaison, ensures uniform principles of organization and training.

The government of the Army is vested in the Crown. The command of the Army is placed in the hands of the Army Council, who are responsible for the administration of the Regular Forces. The administration of the Territorial Army, under the supervision of the Director-General of the Territorial Army at the War Office, is in the hands of the County Associations at all times other than when called up for annual training in camp, when embodied, or when on actual military service.

The Army Council.

The Council is composed of eight members, three Parliamentary, four military, and one civil, as follows :

President ... The Secretary of State for War.

Vice-President The Under-Secretary of State for War.

First Military Member ... The Chief of the Imperial General Staff.

Second Military Member ... The Adjutant-General to the Forces.

Third Military Member ... The Quartermaster-General to the Forces.

Fourth Military Member ... The Master-General of the Ordnance.

Finance Member The Parliamentary and Financial Secretary.

Secretary of the Army Council The Permanent Under-Secretary of State for War.

The duties of the Army Council are carried out as follows :—

The Secretary of State is responsible to His Majesty and to Parliament for all the business of the Army Council. All business, other than business which the Secretary of State specially reserves to himself, is transacted by the Members of the Army Council in accordance with the direction of the Secretary of State.

The following shows in tabular form the outline of the division of duties among the members of the Army Council, and the branches of the War Office with which each is primarily concerned :—

Secretary of State.

Military Secretary's Department.

Judge Advocate General.

The Under Secretary of State.

The Financial Secretary.

The Permanent Under Secretary of State for War.

First Military Member (C.I.G.S.)

Military Operations.

Military Intelligence.

Military Training.

Staff Duties.

Second Military Member (A.G.)

Recruiting and organization of the personnel of the military forces. Mobilization.

Personal Services, including discipline and the administration of military law.

Medical Services, Hygiene and Pathology.

Third Military Member (Q.M.G.)

Movements and Quartering.

Remounts.

Supplies and Transport.

Works Services.

Army Veterinary Services.

Fourth Military Member (M.G.O.)

Research, experiment, design, manufacture, inspection, provision, storage, issue and repair relating to all military stores, including clothing and equipment and mechanically propelled vehicles except those operated by the Royal Army Service Corps, which are dealt with by the Q.M.G.

Under Secretary of State for War.

Territorial Army.

Military Lands.

Valuations and Compensations.

Non-effective Votes.

Finance Member.

Military Finance.

Military Accounts.

Army Contracts.

Audits.

For purposes of decentralization the Army in the United Kingdom is divided into commands, each under a G.O.C.-in-C. A similar system of decentralization is adopted abroad, command being exercised by G.Os.C.-in-C. in the case of the larger commands, and by officers of lower rank in the case of smaller colonies or garrisons. The command of the Army in India is vested in the Governor-General in Council, subject to the direction of the Secretary of State for India in Council.

The C.-in-C. in India is an extraordinary member of the Council of the Governor-General, and he is responsible to the Governor-General in Council for the command, discipline, training, organization and preparation for war of the Army in India. For decentralization India is divided into commands, each under a G.O.C.-in-C. on a system similar to that in force for the United Kingdom.

The Army in the United Kingdom.

In addition to the six commands (Aldershot, Eastern, Northern, Southern, Western, and Scottish) into which the United Kingdom is at present divided, London, North Ireland, Guernsey and Alderney, and Jersey form independent districts apart from the commands.

The areas comprised within the various commands and districts at home and abroad are shown in the Monthly Army Lists.

In the above connection the word "command" has certain variations of meaning :—

- (i) A command over a certain geographical area, such as that exercised by a G.O.C.-in-C. or district commander.
- (ii) A command which does not embrace a defined area, such as that exercised by a divisional or brigade commander.
- (iii) Command of a station, where the senior combatant officer at the station is responsible for the maintenance of discipline and order, and to that extent is the commander of all troops quartered at the station.

SUB-DIVISION OF COMMANDS.

There are two main headings under which the responsibilities of G.Os.C.-in-C. may be classed :—

- (i) Command and training of the troops.
- (ii) Administration.

To assist him in these duties the commander is provided with :—

- (a) Certain general staff officers, and
- (b) Certain administrative, technical and departmental staff officers.

The G.O.C.-in-C. exercises his powers in connection with command and training, through the various divisional and brigade commanders, the commanders

R.A. and R.E. and the commanders of Territorial divisions and brigades within his command. He is assisted in this work by his general staff officers, while at the head of his administrative Staff is the Major-General (or Colonel) in charge of Administration, whose primary duty it is to relieve the G.O.C. of all matters of administrative detail, concerning which the Major-General (or Colonel) in charge of Administration is empowered to correspond direct with the War Office.

For the detailed organization of the Headquarter Staff of a command and distribution of staff duties see diagrams at the end of this section.

AREAS.

For administrative purposes the commands in the United Kingdom are divided into areas. The commander of an area is normally the senior formation (division or brigade) commander in that area. For example, the G.O.C. 54th East Anglian Division (T.A.) acts in a dual capacity, first as commanding the 54th Division T.A. and secondly as area commander of the East Anglian Area, in which latter capacity he is responsible for all administrative questions in connection with any regular troops quartered in the area.

SUB-AREAS.

For further decentralization an area may be again subdivided into sub-areas or districts, such sub-divisions being made for local administrative purposes, such as Supply, Royal Engineer, Medical and Barrack Services.

RECRUITING ZONES.

Recruiting zones form another form of division of a command. As their name implies, these divisions are for recruiting purposes for the Regular Army. As a rule such zones correspond with the county areas allotted to the various regiments of the line for recruiting, but in the case of certain large towns special zones are allotted.

ORGANIZATION IN WAR.

For war purposes our expeditionary force is organized primarily into divisions, the number of divisions depending on the nature of the campaign and the theatre of war ; whether it be a small war on, say, one of our Indian frontiers, or a great European war.

Divisions, as their number increases, are grouped together to form corps of two or three divisions. If the number of corps increases, they in their turn are grouped into armies of three or four corps each, the whole under the C.-in-C., who is assisted in his functions as such by his general headquarters staff. The detailed organization of a division will be discussed later.

SYSTEM OF COMMAND.

In running any "show," be it a battalion or an army corps, or a big business concern, the secret of success does not consist of the commander trying to do everything himself but in apportioning the responsibility amongst his officers, and then, by personal supervision and inspection, satisfying himself that the commanders of sub-units and regimental staff officers not only know their work but are carrying it out efficiently.

In every unit and formation, battalion, brigade, division, corps or army, the duties in running it fall under two main heads :—

In War ... Fighting and Administration.

In Peace ... Training and Administration.

The commander of any unit or formation is, of course, responsible for everything in connection with his command, whether it be training, fighting or administration ; but he should, and does, allot among the officers, warrant officers and non-commissioned officers under his command definite duties and responsibilities under particular headings.

Thus, at General Headquarters (G.H.Q.) you find the Commander-in-Chief, and under him you have staff officers concerned with the fighting questions

(Operations, Intelligence, Training) called the General Staff officers or "G" Staff, and others concerned with administrative questions. These latter are subdivided into those staff officers primarily concerned with questions affecting the personnel of the Army—this is the Adjutant-General's Branch, or "A" Staff, and those concerned with the supplying of the Army with all its material needs, be it quartering, food, ammunition, horses or any other commodity—this is the Quartermaster-General's Branch or "Q" Staff. In addition, there are certain technical and departmental officers to assist in matters pertaining to their particular branches of the Army. In fact, in the various staff, technical and departmental officers at G.H.Q., you find representatives of the various members of the Army Council and the War Office departments for which they are severally responsible as explained above.

At the headquarters of the expeditionary force in the field all four military members of the Army Council are represented by principal Staff officers—the C.G.S., the D.A.G., the D.Q.M.G. and the D.M.G.O.—but this quadruple representation is not carried to formations below G.H.Q.

As you go on down the scale from G.H.Q. through armies, corps, divisions, brigades, until you eventually arrive at the unit (the battalion of infantry or regiment of cavalry, etc.), you will in every case find the following people represented, viz. :—

- (i) The Commander.
- (ii) The "G" Staff.
- (iii) The "A" Staff.
- (iv) The "Q" Staff.

In the smaller units and formations you will find some of the duties combined in one man—take for instance the case of an infantry brigade. Here the

brigade major is the "G" Staff officer, concerning himself with questions of fighting, training and military intelligence, and the staff captain is the administrative staff officer dealing with "A" and "Q" Staff work, the whole being controlled and co-ordinated by the brigade commander.

The commander in each case exercises his command through the commanders of the formations under his orders—the corps commander through his divisional commanders, the divisional commander through his infantry brigade commanders, his C.R.A., C.R.E., etc., they in their turn through the battalion and artillery brigade commanders, and so on down the scale till you arrive at the N.C.O. in command of his gun detachment or section of infantry.

APPLICATION OF THE SYSTEM OF COMMAND TO A UNIT.

To consider the system in greater detail in its application to a unit, the battalion of infantry is taken as a typical example. The Commanding Officer is, of course, responsible for everything in connection with his unit, but the special and ultimate reason for his existence is to handle his command in battle, and its training to this end is therefore his primary concern. To enable him to give the maximum attention to this side of his work, he requires to be relieved as far as possible of administrative work and detail.

The C.O. is provided therefore with a second-in-command to relieve him of much of the supervision of internal administration or interior economy. He has his Adjutant as his staff officer and his Quartermaster, as the representative of the directorates, to assist him in questions of supply, ordnance, and barrack services.

The C.O. trains his battalion through the Company and Headquarter Wing Commanders, and he administers the battalion through his second-in-command.

The second-in-command in turn runs the administration of the battalion through the Company and Headquarter Wing Commanders, the Quartermaster, the

Transport Officer, the Messing Officer, and through those officers, warrant officers, and N.C.O.s. immediately responsible for the Officers' and Sergeants' Messes, the regimental institutes, the workshops, and the band.

In a similar manner Company Commanders delegate administrative responsibility to their seconds-in-command, while they themselves concentrate primarily on training their companies.

This system is indicated in one of the diagrams which follow.

The officers in a battalion of infantry chiefly concerned with questions of administration and interior economy under the C.O. are the second-in-command, the adjutant, and the quartermaster.

In the following paragraphs a summary is given of the duties of these three officers. Opinions will naturally differ as to the detailed allotment of duties within a unit, but the suggested distribution here given has been found to work satisfactorily in practice.

Summary of Duties of the Second-in-Command.

- (i) To relieve the C.O. of as much as possible of the supervision of the administration and interior economy of the unit.
- (ii) He is responsible, under the C.O.'s orders, for the education of the personnel of the unit in all military duties other than the actual business of fighting.

This includes :—

- (a) Instruction of officers for promotion examinations.
- (b) Special instruction of officers of less than three years' service in all military knowledge.
- (c) The educational instruction of N.C.O.s. and men.

- (d) The instruction of all ranks of officers and N.C.O.s. in administrative duties. This includes the co-ordination of instruction of C.Q.M.Ss. by their Company Commanders.
- (iii) The second-in-command should inspect the books and kits of every company once in four months.
- (iv) Compare entries in Regimental and Company Conduct Sheets with Guard Reports weekly to ensure entries being made in accordance with K.R.
- (v) He inspects regimental accounts, other than public accounts, once a month.
- (vi) He inspects the transport, animals, vehicles, harness, and stables weekly.
- (vii) He supervises the work of the Quartermaster's office, and checks all the Quartermaster's books annually.
- (viii) He supervises the dress and turn-out of officers and checks irregularities.
- (ix) He instructs subaltern officers in saluting with the sword.
- (x) He visits the cookhouse frequently, and the institutes and workshops daily.
- (xi) As President of the Regimental Institutes, he is responsible for keeping all P.R.I. accounts.

Summary of the Adjutant's Administrative Duties.

The Adjutant is the C.O.'s staff officer and the medium through whom the C.O.'s orders are normally issued.

He is concerned primarily with discipline and training.

His administrative duties are mainly in connection with clerical work in the office. These include :-

- (a) Issue of Regimental Orders.
- (b) Control of Regimental Police and Drummers.
- (c) The inspection and despatch of all personnel leaving the unit.
- (d) The organization of the office and the management of regimental correspondence.

In the Field :—

- (e) The supervision of communication within the unit.
- (f) The supervision of ammunition supply.
- (g) Issue of Operation Orders.
- (h) Office work—War Diary.
- (i) Representation of unit at Headquarters of formation when required.

Summary of Quartermaster's Duties.

- (i) He is the representative in his unit of the Administrative Services and Departments of the Army.
- (ii) He is responsible that his unit has everything it is entitled to in the way of arms, equipment, clothing, supplies, transport, ammunition, and forage.
- (iii) He is responsible for the organization of his own office and the management of his own clerks, and for the keeping up to date of all books, etc., dealing with the subjects under (ii).
- (iv) He is responsible for the receipt of all R.A.S.C. supplies which he demands on A.B. 55 and accounts for in A.B. 109. He, or his representative, attends daily at the ration stand. He is responsible for the quantity, but not the quality of the rations.
- (v) He is responsible for the care and custody of all unissued articles of clothing, necessities, and all equipment. He is not allowed to have direct dealings with individual soldiers in this respect.

- (vi) He is responsible that the arms of the unit are inspected quarterly, and the bicycles monthly, by the Armourer-Sergeant.
- (vii) He submits indents to replace lost, damaged, or worn-out equipment on the dates laid down in Equipment Regulations.
- (viii) He keeps the ledgers accounting for all articles of clothing and necessaries, arms and equipment, ammunition, etc., and balances these annually on March 31st, and holds them ready for audit when called for.
- (ix) He is responsible that fuel is issued and accounted for in accordance with Allowance Regulations.
- (x) He is responsible for the marking of clothing, equipment, vehicles, etc., in accordance with Equipment and Clothing Regulations.
- (xi) He is responsible for all special sanitary matters, and the general cleanliness of barracks.
- (xii) He is responsible for the care and upkeep of fire-fighting appliances.
- (xiii) He should remind his C.O. when the various inspections which are required by K.R. in connection with barracks fall due.

SUGGESTED DISTRIBUTION OF DUTIES BETWEEN

S.S.M.	S.Q.M.S.
B.S.M. AND C.S.M.	B.Q.M.S.
C.S.M.	C.Q.M.S.

The following is suggested as a suitable distribution of duties in peace as between the C.S.M. and the C.Q.M.S. of a unit.

Certain modifications will be necessary in the case of Artillery or Engineer units who have no Quarter-master, and other units similarly situated.

The undermentioned subjects should be dealt with by S.S.M., B.S.M., C.S.M. :—

- (a) All questions concerning discipline, parades, drill and training, and the preparation of all reports and returns in this connection.
- (b) The upkeep of nominal rolls, duty rosters, and casualty reports and states.
- (c) Inspection of all men proceeding on leave, and explanation of furlough instructions.
- (d) Issue of passes and collection of forfeited passes.
- (e) The supervision of roll-calls and routine duties of a disciplinary nature.
- (f) Issue of orders to all ranks, including employed personnel.
- (g) The upkeep of official books dealing with the above matters.
- (h) Drawing, issue, and return of empties, of small-arm ammunition.

The Sergeant-Major's duties are primarily outside the office, but he must work in close co-operation with the Quartermaster-Sergeant to ensure the smooth and correct working of the unit as a whole. There must be no "watertight compartments" with regard to their respective duties.

The undermentioned subjects should be dealt with by S.Q.M.S., B.Q.M.S., C.Q.M.S. :—

- (a) All subjects dealt with by the Quartermaster of the unit in so far as they affect the Squadron or Company.
- (b) All duties in connection with pay and allowances; clothing and equipment; barrack and unit stores and bedding; accommodation, including billeting, and the preparation and upkeep of all reports, returns, accounts, and documents in connection therewith.

- (c) The upkeep of all nominal rolls and lists in connection with (b).
- (d) Questions concerning messing, supplies, forage and fuel, and the necessary returns in connection therewith.
- (e) Barrack inspections, damages and losses, apart from disciplinary questions in this connection.
- (f) The charge of all unissued stores, and the kits and property of casualties, including sick, absentees, and men in detention.
- (g) The upkeep of documents of N.C.O.s. and men other than those dealt with by the Sergeant-Major in connection with discipline.
- (h) Cleanliness and sanitation of barracks and buildings generally.
- (i) Care and upkeep of fire-fighting appliances.
- (j) Upkeep of official books in connection with the above subjects.
- (k) Custody and upkeep of horse returns and documents.

Though the Quartermaster-Sergeant has many duties to perform in the office, he will fail in his duty unless he is constantly out and about seeing to things for himself in barracks or camp.

He must work in close co-operation with the Sergeant-Major on all questions concerning the personnel of the unit.

THE GENERAL SYSTEM OF COMMAND AND ADMINISTRATION IN ITS APPLICATION TO
A BATTALION OF INFANTRY.

TRAINING. C.O. ADMINISTRATION.

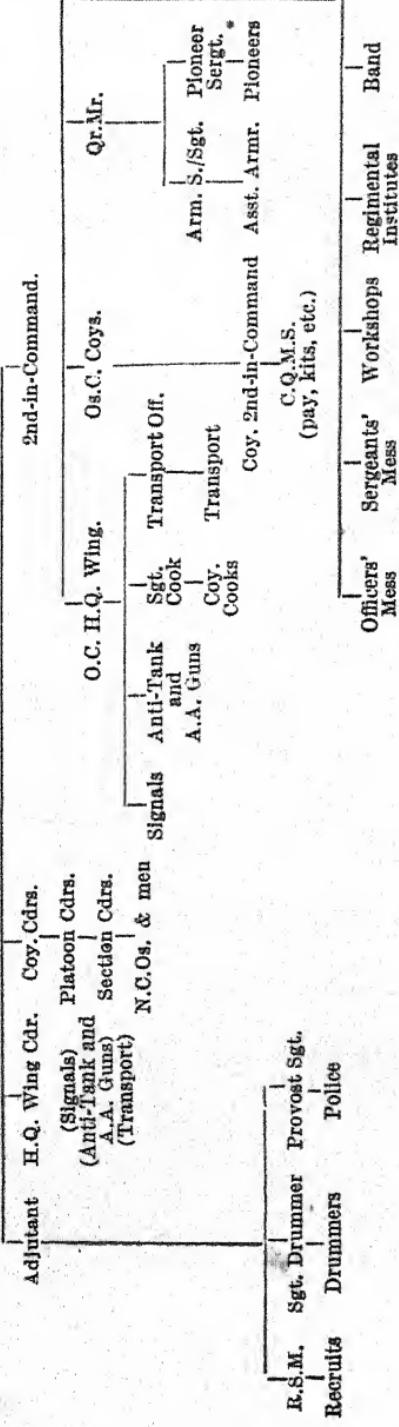


DIAGRAM TO ILLUSTRATE A TYPICAL COMMAND HEADQUARTER STAFF IN THE UNITED KINGDOM.

G.O.C.-in-C.

-A.M.S., Assistant Military Secretary

Administrative, Technical and Departmental Staff

General Staff

Brigadier General Staff

Major-General i/c Administration

G.S.O. 2 (Training)
G.S.O. 3 (Education)

G.S.O. (Weapon Training)

B.R.A.
B.M.R.A.

C.Sig. Officer
Attached Officer
Major Instructor Gunnery

A.Q.M.G.
A.A.G.
D.A.A.G.
Staff Capt. "A"
C.M. Officer

Staff Captains

Major-General i/c Administration
A.A.G. (Recruiting)
D.A.A.G.
Staff Capt. "A"
C.M. Officer

ADMINISTRATIVE SERVICES.

C.E. Chief Land Agent
D.C.E. D.A.D.S. and T.
S.Os., R.E. D.A.D.S. and T.
C.R.E. Areas

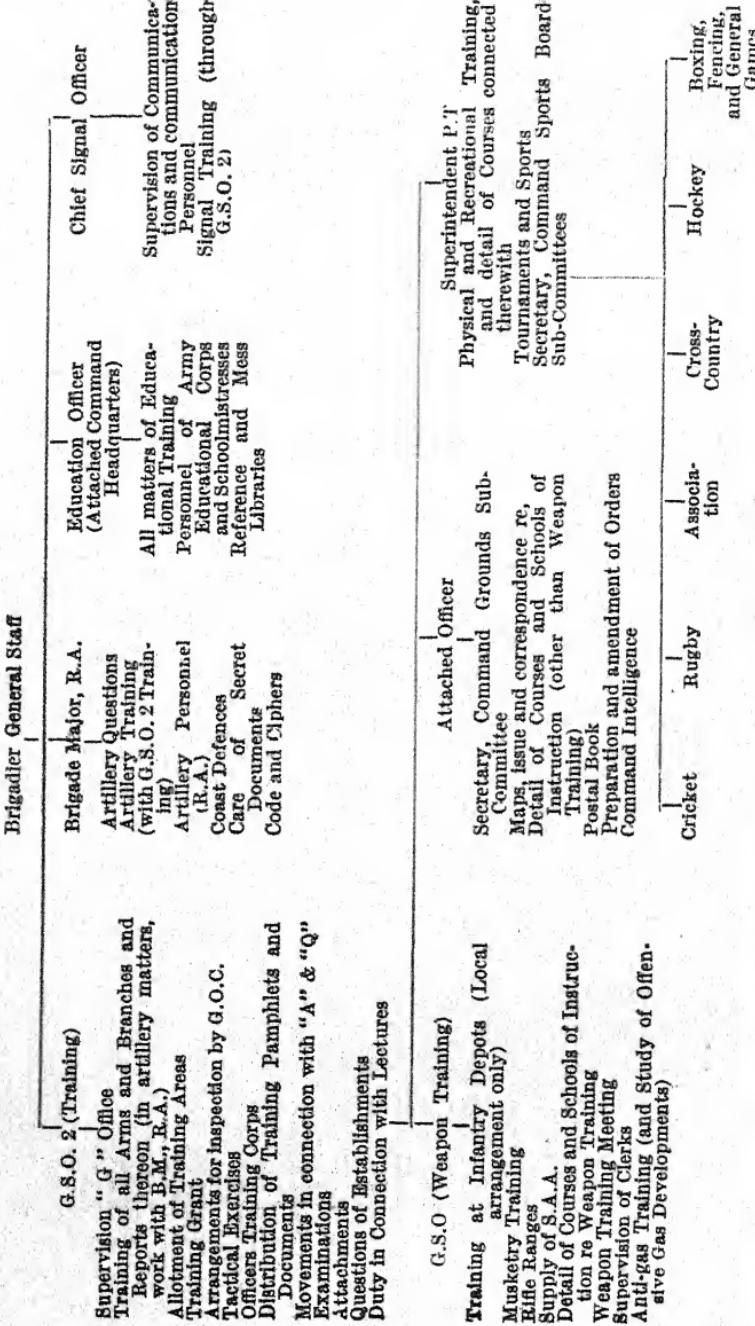
D.D.M.S. A.D.O.S. (Veterinary) (Chaplain) (Paymaster) (Accountant) (Remounts) (Barracks) Auditor Attached

A.D.M.S. D.A.D.O.S. (Ordnance)

A.D. of H. A.D. of P.
(Medical)

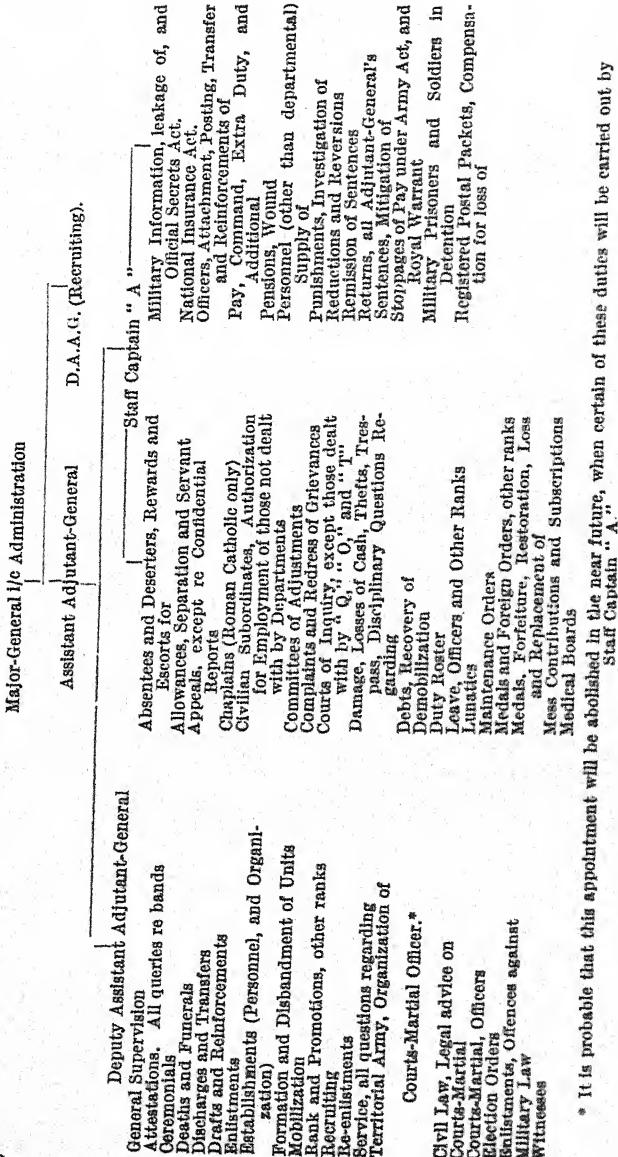
D.O.E. Stations, etc.
(Engineers)

DIAGRAM TO ILLUSTRATE A TYPICAL DISTRIBUTION OF DUTIES AMONG THE GENERAL STAFF OFFICERS AT A COMMAND HEADQUARTERS IN THE UNITED KINGDOM.



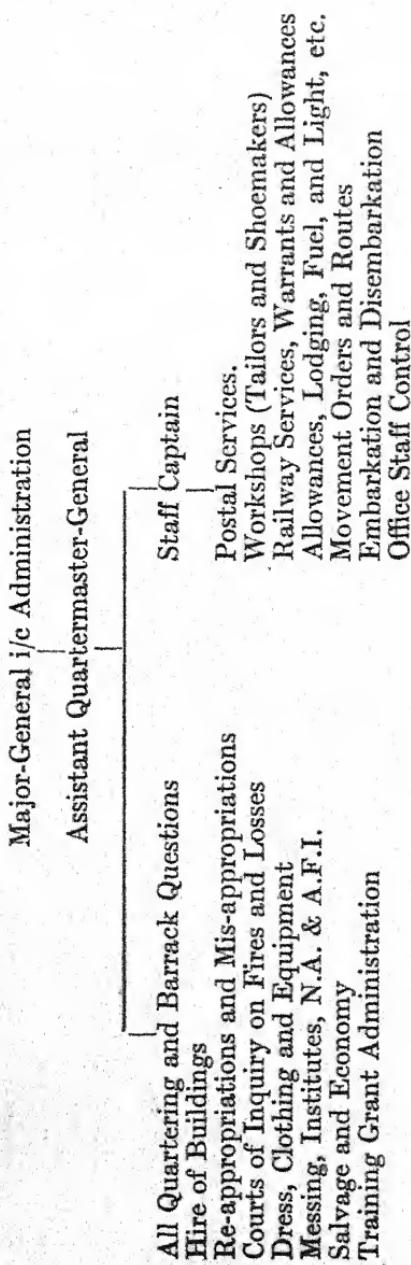
**DIAGRAM TO ILLUSTRATE A TYPICAL DISTRIBUTION OF DUTIES AMONG THE "A" STAFF
OFFICERS AT A COMMAND HEADQUARTERS IN THE UNITED KINGDOM.**

C 2



* It is probable that this appointment will be abolished in the near future, "A," when certain of these duties will be carried out by Staff Captain "A."

DIAGRAM TO ILLUSTRATE A TYPICAL DISTRIBUTION OF DUTIES BETWEEN THE "Q" STAFF
OFFICERS AT A COMMAND HEADQUARTERS IN THE UNITED KINGDOM.



SECTION 2.

The Militia, The Supplementary Reserve and the Territorial Army—Their Command, Organization, Administration—Terms and Liabilities of Service.

(*Vide Manual of Military Law and Regulations for the Territorial Force.*)

(1) History.

The Territorial Force was brought into being by the passing of the Territorial and Reserve Forces Act of 1907. Prior to that date the auxiliary forces had consisted of the Militia, the Yeomanry and the Volunteers. Their history runs back to before the Norman Conquest, and some of the oldest units still retain their identity in the reconstituted Territorial Army as it exists to-day.

Under the Act of 1907, the units of the Militia in the United Kingdom (with the exception of twenty-three which were disbanded) were transferred to the Special Reserve, and those of the Yeomanry and Volunteers were either transferred as units, or amalgamated, or reconstituted to form units of the Territorial Force which was then created. The Special Reserve in the form in which it came into being under the Act of 1907 has now ceased to exist, its place being taken by the Supplementary Reserve, which has a somewhat different function.

The respective places in our Army organization now filled by the Territorial Army and the Supplementary Reserve are as follows :—

(2) Role of the Territorial Army and the Supplementary Reserve.

The Great War has proved the high military value of the Territorial Force and the desirability of assigning to it a position of increased importance in the general organization for Imperial Defence. The Force has therefore been re-constituted since the war, on lines identical with those of the Regular Army, and on a

footing which will enable it to discharge to the full its rôle of a genuine second line to the Regular Army.

The intention now is that the Territorial Army shall be the sole means for the temporary expansion of the Army in a national emergency and will provide the framework of a national mobilization involving possibly the full man-power of the country.

The Supplementary Reserve forms part of the first class of the Army Reserve, in the same way as the former Special Reserve. The function of this Supplementary Reserve is to complete on mobilization the requirements of certain arms and branches of the Regular Army for which the existing reserves do not adequately provide. As the requirements are mainly technical so the general character of the Supplementary Reserve is technical. The non-technical portion consist of additional officers required for the fighting arms.

The personnel of this reserve is divided into three main categories :—

1. *Category A*.—Transportation personnel only, who train with regular units.
2. *Category B*.—Other officers and men who train in peace.
3. *Category C*.—Officers and men who do no training in peace, their duties on mobilization being of a technical nature corresponding to their occupation in civil life.

Of the personnel in the first two categories, some will be organized in peace in units of Engineers (Field, Fortress, and Transportation) and Corps of Signals, while others, not organized in units in peace, will form a reserve of individuals for service in Engineer and Signal units as may be required, and also in the Medical, Ordnance, and Veterinary Corps. In addition, officers are required for Cavalry, Artillery, Infantry, Tanks, and Army Service Corps. The personnel of the second class will not be organized in separate units.

For the administration and training of the supplementary personnel it is proposed to utilize as far as possible the existing machinery of the Territorial Army and, where supplementary reserve units are not formed, to attach individual men for training to Territorial units.

Further information regarding the composition of, and conditions of service in, the supplementary reserve is given in a later chapter dealing with the Army Reserve.

(3) Constitution and Organization of Territorial Army.

The Territorial Force, created by the Act of 1907, consisted of the Honourable Artillery Company (R.H.A. and Infantry), the Yeomanry, all natures of Artillery, Royal Engineers, Infantry, A.S.C., R.A.M.C., A.V.C., and the Territorial Force Reserve. It is now organized into fourteen divisions and one Cavalry division less a brigade, which will be Regular, two Air Defence brigades, certain units of Army troops, units for garrison duties and line of communication units. At the present time (1931) there is no Territorial Army Reserve, other than officers.

(4) The Administration of the Territorial Army— The County Associations.

The representative of the Territorial Army at the War Office is the Director-General of the Territorial Army, who is in the Department of the Under Secretary of State for War, and he deals with all questions regarding the Territorial Army which require reference to the War Office.

The Territorial and Reserve Forces Act of 1907 established what are called the Territorial Force County Associations, and assigned to them the duty of raising, organizing (in accordance with schemes prepared by the Army Council), maintaining and administering the units of the Territorial Army in their charge. For these purposes they receive certain annual monetary grants from the State.

The County Association has no power over the training of the force, nor does it exercise any powers of command. The responsibility of the County Associations for organization, administration and maintenance of their units ceases while they are called out for annual training in camp, or for actual military service, or when embodied. At such times the Territorial Army is in a similar position to units of the Regular Army. The County Associations are responsible to the War Office for recruiting for their units in peace and war, for the provision and upkeep of drill halls, rifle ranges, and for the custody of arms and equipment.

It is their duty to arrange with employers as to the most suitable times for camps, and for fitting in training periods with the needs of the civil employment of the members of the force. The associations keep accounts of the expenditure of all moneys allowed in connection with the above duties. These accounts and annual estimates are submitted to the Army Council.

(5) Constitution of County Associations.

The constitution of a County Association is briefly as follows :—

- (a) *President*.—The Lord - Lieutenant of the County.
- (b) *Military Members*.—These must not be less than half of the total number of the Association. They are appointed by the Army Council on the recommendation of G.Os.C.-in-C. of commands, being selected from among Territorial Army officers of the county or regular officers serving with the Territorial Army units of the county.

- (c) *Representative Members.*—These are also appointed by the Army Council from among representatives of county and borough councils and the governing bodies of Universities.
- (d) *Co-opted Members.*—These are appointed by the Association from among persons representing the interests of employers and employees of the county.
- (e) The Association elects its own chairman and vice-chairman from among their own members.
- (f) The Secretary is appointed by the Association, subject to the approval of the Army Council.
- (g) The Treasurer (who may be a bank) is also appointed by the Association.

(6) Terms of Service in the Territorial Army.

The following are eligible to enlist in the Territorial Army :—

- (a) Youths between the ages of 17 and 18 with the approval of the parent or guardian.
- (b) Men over 18 years of age.

The period of enlistment is for 4 years, and re-engagements are allowed for further periods of from 1 to 4 years at a time.

Applicants, except in the special cases just mentioned, must be between 18 and 38 years of age. There are certain special classes of men who may be enlisted up to 45, and a limited number of clerks and bandsmen may be taken up to 50 years of age.

Candidates must be physically fit for general service, the physical standard being the same as for the Regular Army.

As regards officers, candidates for first appointments must be between the ages of 18 and 30 years. If they possess no military qualifications on joining, they must undertake to pass the examination for Certificate "A," Officers Training Corps, within 12 months of being commissioned. The senior division of the Officers Training Corps is the main channel of supply of officers to the Territorial Army in case of war. Men who have served for not less than 6 months in the ranks of the Regular Army or T.A., and who are recommended by a C.O. under whom they have served, are eligible for appointment to a commission.

(7) Liabilities and Privileges of Service in the Territorial Army.

The liabilities of members of the Territorial Army fall under four headings—1, Embodiment ; 2, Overseas Service ; 3, Duties in aid of Civil Power ; 4, Liability to Military Law.

The liabilities under these headings are as follows :—

EMBODIMENT.

The Territorial Army can only be embodied when the Army Reserve has been called out by Royal Proclamation, in case of imminent national danger or great emergency, the occasion being first communicated to Parliament if Parliament is sitting. If Parliament is not sitting it must be called together within ten days of the issue of this proclamation.

OVERSEAS LIABILITY.

All ranks joining the Territorial Army accept a liability to service overseas, but no officer or man of the Territorial Army can be sent out of Great Britain (unless he volunteers) until the Territorial Army has been embodied and an Act of Parliament authorizing the despatch of the Territorial Army overseas has been passed.

Units of the Territorial Army when embodied by Royal Proclamation and despatched overseas under the authority of the Act of Parliament, will not be used for the purpose of supplying drafts for the Regular Army. They will be used as regimental units and, if their efficiency warrants, as brigade and divisional units. Officers of the Territorial Army will, however, be subject to the same conditions and customs, in regard to attachment, as officers of the Regular Army. Where, in case of special military emergency, attachments of men from one unit to another are inevitable, such attachments will be temporary and men so attached will return to their own units at the first opportunity.

DUTIES IN AID OF CIVIL POWER.

Officers and men of the Territorial Army are not liable to be called out in aid of the Civil Power as a military body in the preservation of peace. When the Territorial Army is embodied, however, they are in the same position as officers and men of the Regular Army with regard to their being ordered on duties of this nature. Personnel of the Territorial Army may be used in the actual defence of their own drill halls if in danger of attack. Service in the Territorial Army does not exonerate individuals from their duties under civil law as citizens of the State, in assisting in the maintenance of peace.

LIABILITY TO MILITARY LAW.

An officer on the active list of the Territorial Army is at all times subject to Military Law. Warrant and non-commissioned officers and men of the Territorial Army are subject to Military Law when being trained or exercised alone or with their units, or with any portion of the Regular Army. On embodiment they are subject to Military Law under the same conditions as members of the Regular Army.

PRIVILEGES OF MEMBERS OF THE TERRITORIAL ARMY.

Officers and men of the Territorial Army are not compelled to serve as peace or parish officers, and they are entitled to claim exemption from serving upon a jury.

(8) Training of the Territorial Army.

Under War Office control the responsibility for the training of the Territorial Army rests with the G.Os.C.-in-C. of commands and not with the County Associations. Training grants issued to this end are expended under the orders of the G.Os. C.-in-C. The County Associations, however, receive grants for the purpose of providing the horses and vehicles required for the annual training in camp and for the conveyance of the units to and from the annual training camps with their regimental equipment.

The annual training consists of drills, musketry and the annual camp training. The number of days in camp and the number of drills per annum varies slightly with the arm of the Service and whether it is the first year of training or any subsequent year. In addition, officers are required to attend certain obligatory instructional courses, in each rank below that of major, before they can qualify for promotion.

A drill consists of one hour's actual instruction, and not more than three drills may be performed in one day.

The annual training in camp is not less than eight and not more than eighteen days' duration in the case of mounted corps, and not less than eight or more than fifteen days for other arms.

(9) Discharge from Territorial Army.

Soldiers of the Territorial Army are entitled to their discharge on termination of their engagement. They

may obtain their discharge prior to completion of service :—

- (a) On giving three months' notice (less in certain cases).
- (b) On handing in their arms, equipment and clothing in good order, fair wear and tear excepted, and
- (c) On paying a sum not exceeding £5, the actual amount depending on the length of uncompleted service. This payment may be remitted at the discretion of County Associations in special cases.

(10) Pay and Allowances of the Territorial Army.

Speaking broadly, officers and men of the Territorial Army receive pay and allowances at Regular Army rates for each day's attendance at the annual training camp, subject to a minimum of eight days and provided a sufficient number of preliminary drills have been performed and the necessary standard of efficiency reached. In addition to this pay, a proficiency grant of 30s. annually may also be gained. Of this grant, 20s. is earned by completing the prescribed number of days in camp or the requisite number of drills, and 10s. is awarded for musketry or corresponding qualifications.

Pay and allowances are obtainable when attending obligatory courses and in certain circumstances pay may be allowed for week-end camps.

When embodied, pay and allowances are issuable at Regular Army rates. The details under this head will be found in Regulations for the Territorial Army as amended by Army Orders.

(11) Mobilization of the Territorial Army.

The notification of the mobilization of the Territorial Army to the personnel is made by the display of a special poster, and by the Adjutants of Territorial Army

units sending out to each individual in their unit a notice telling them to attend at a certain time, place, and date. Mobilization equipment for Territorial Army units is held in peace time on Ordnance charge in certain depots throughout the kingdom. Owing to the small peace establishments of the Territorial Army and the fact that there is at present no Territorial Army Reserve, it will be realized that time will be required on mobilization for recruiting and training of units before they are ready to take the field.

SECTION 3.

The Organization of and Some Administrative Duties in a Division in War.

(1) The exact nature of the composition of a division will depend to some extent on the country in which it is fighting. In a roadless or mountainous country, clearly the transport arrangements must be different to those required in a European theatre of war; modifications will also be necessary should it be engaged in a campaign in a country covered with thick bush.

Whatever modifications may be rendered necessary to conform to the requirements of the country in which it is fighting, the following formations will normally be included in the organization of a division in war in the future :—

- 1 Headquarters of a Division.
- 1 Cavalry Regiment.
- 3 Infantry Brigades.
- 1 Headquarters Royal Artillery.
- 3 Field Artillery Brigades.
- 1 Light Artillery Brigade.
- 1 Headquarters Royal Engineers.
- 1 Field Park Company, R.E.
- 3 Field Companies, R.E.

- 1 Divisional Signal Company.
- * Divisional R.A.S.C.
- 3 Field Ambulances.
- 1 Hygiene Section.
- 1 Ordnance Mobile Workshop.
- 1 Mobile Veterinary Section.
- 1 Provost Company.

There may possibly be additions to the above in the shape of a Divisional Employment Company. Again, some of the Field Artillery Brigades may be replaced by Light Artillery Brigades, and modifications in the R.E. units may also be rendered necessary by the nature of the terrain in which operations are taking place. Whether divisional R.A.S.C. will be entirely mechanical transport, or partly M.T. and partly H.T., will depend to some extent on the country in which operations are taking place. Their present normal organization is explained in later sections. The British Army has to be prepared for warfare under so many and so varied conditions, that the problems involved are much more complicated than those with which a Continental Power is normally faced.

(2) The following tables show in outline the composition of the Headquarters Staff of a Division in War, and a suggested allotment of duties between the three staff officers primarily concerned with administrative problems in the division.

* Consisting of :—Headquarters, Ammunition Company, Supply Company and Baggage Company.

TABLE I.
(Outline of Divisional H.Q. Staff.)

G.O.C.								
G.S.O. 1.	A.A. & Q.M.G.	A.D.C.	A.D.M.S. (Medical)	D.A.D.O.S. (Ordnance)	D.A.D.V.S (Veterinary)	D.A.P.M. (Police & Traffic)	Senior Chaplain	
G.S.O. 2.								
G.S.O. 3.								
						D.A.A.G.	D.A.Q.M.G.	

The C.R.A. and C.R.E., each with their own staff officers to assist them, are *attached* to Divisional Headquarters and are not shown in the above table.

The A.D.M.S., D.A.D.O.S., D.A.D.V.S., D.A.P.M. and Senior Chaplain are not, strictly speaking, staff officers. They are technical advisers with regard to their respective departments. The A.D.M.S. is, in addition, in the position of a commander to the medical units of the division. The O.C. R.A.S.C. is in a corresponding position with regard to the R.A.S.C. units of the division.

TABLE II.

(Allotment of duties between "A" and "Q" staff officers of a Division in War.)

A.A. and Q.M.G.

1. Co-ordination.
2. Policy.
3. Continuity.
4. Honours and Rewards.
5. Personal Services.
6. Promotions and Appointments.
7. Commissions.
8. Supply of Military Personnel.
9. Policy of Supply.
10. Policy—Ammunition Supply.
11. Policy—Ordnance Supply.
12. Medical Services.
13. "X" List Men.
14. Routine Orders.
15. Administrative Instructions.

D.A.A.G.

1. Discipline and Courts-Martial.
2. Prisoners of War (with D.A.P.M.).
3. Burying Parties (with G.S. and D.B.O.).
4. Clearing Battlefield (Personnel).
5. Interior Economy.
6. Cookery.
7. Police Measures (with D.A.P.M.).
8. Traffic Circuits (with D.A.P.M.).
9. Spiritual Welfare (with S.C.F.).
10. Ceremonial.
11. Billeting.
12. Leave.
13. Casualties.
14. Claims (with Claims Officer).
15. Reinforcements.
16. Working Parties and Fatigues (with G.S.).
17. War Diary.

D.A.Q.M.G.

Detail questions concerning :—

1. Administrative Instructions and Maps (with A.A. and Q.M.G.).
2. *Movements (with A.A. and Q.M.G.).
3. Transport (O.C. R.A.S.C.).
4. Railways and Tramways.
5. Supplies (with S.S.O.).
6. Water.
7. Ammunition (with O.C. R.A.S.C.).
8. Ordnance Services (with D.A.D.O.S.).
9. Equipment (with Units and D.A.D.O.S.).
10. Clothing (with Units and D.A.D.O.S.).
11. Veterinary Services (with D.A.D.V.S.).
12. Remounts (with D.D.R. and D.A.D.V.S.).
13. Postal Services (with A.D.A.P.S.).
14. Salvage (with Units, D.A.D.O.S. and O.C. Employment Company).
15. Clearing Battlefield—Material (with O.C. Employment Company).
16. Hutting and Horse Standings (with C.R.E.).
17. Baths and Laundries (with A.D.M.S., Medical Expert, and D.A.D.O.S.).

(3) Generally speaking, the responsibility of the staff of a formation is as follows :—

- (a) To assist the G.O.C. in the supervision and control of training and operations.
- (b) To assist the G.O.C. in the supply of all the requirements of the troops.
- (c) To assist the G.O.C. in the maintenance of the numerical and physical efficiency of the troops.
- (d) To assist the G.O.C. by helping the troops to carry out the instructions issued to them.

(a) is the responsibility of the General Staff.

* In consultation with Movements Staff.

(b) is the responsibility of the "A" and "Q" Staff.
 (c) and (d) are the responsibility of the whole staff.

(4) **The A.D.M.S.**—The A.D.M.S. and his medical officers are the advisers of the commanders on all matters pertaining to their department, but the commander of any unit or formation is responsible for giving effect to the suggestions and advice of the medical officer. If commanders and staff officers neglect to carry out such advice they incur a grave responsibility and a liability to a lack of physical and moral efficiency in units. The A.A. and Q.M.G. of a division should work in the closest touch with the A.D.M.S. with special reference to "Preventive Medicine" and Hygiene, such work being closely connected with sound interior economy in units, good feeding, clothing, accommodation, amusement of the men and general arrangements for their comfort and well-being at all times.

(5) **The D.A.D.O.S.** of the division works in close touch with the "Q" Staff. He is responsible for the replacement on demand of all clothing, arms and equipment of units, also the general maintenance of the ordnance services within the division, including baths, laundries and salvage.

(6) **The D.A.D.V.S.** is in a similar position, as regards the horses of the division and the veterinary services generally, to that of the A.D.M.S. with regard to the personnel. The Mobile Veterinary Section performs corresponding duties for the horses of the division to those carried out by the field ambulances for the personnel.

(7) **The D.A.P.M.** works in conjunction with the "A" Staff on questions affecting prisoners of war, police duties and traffic control within the area for which he is responsible. He supervises the work of the Provost Company, which forms the chief means by which he carries out his executive functions.

(8) **The Senior Chaplain** and the chaplains generally belonging to the division can and should be of the very greatest assistance to the commander and staff, not only in the performance of their purely ecclesiastical duties, but in the general maintenance of morale and welfare of the troops. Their value to this end is sometimes overlooked and in consequence they do not always get the support given them to which they are entitled.

(9) **Supply Services.**—This question will be dealt with more fully in later chapters, but there are a few points calling for mention in the present connection.

The officer commanding the divisional R.A.S.C. is responsible for obtaining, carrying and delivering of all ammunition and food supplies in a division. To carry out his duties efficiently he must work in close touch with the "Q" Staff. The fixing of refilling points, the staff control of the divisional R.A.S.C. units on the march, the maintenance of communication between M.T. company commanders and formations, are matters requiring his constant supervision and control.

The following table shows the organization of the different types of units which may be included in the formation of an army in the field :—

<i>Unit.</i>	<i>Organization.</i>
Cavalry Regiment ...	Regtl. H.Q. (No. 1 Group—Horsed ; No. 2 Group—Mechanized). M.G. Sqdn. (Mech.): H.Q. and 3 M.G. Tps., 12 M.G.'s and 1 A.T. Tp. of 4 A.T. guns. 2 Sabre Sqdns. (H.Q. and 4 Tps. of 4 Secs.).
Cav. Armd. Car Regt.	Regtl. H.Q. (R/T Troop of Cav. Div. Signals attached, 2 A.C.'s). 3 Sqdns., each H.Q. 2 cars ; and 2 Secs. each (5 cars). Total, 38 armoured cars.
Fd. Bde. R.A. (H.D.) and Army Fd. Bde. R.A. (Mech.)	Headquarters. 3 Fd. Btys. (each of 6 18-pdr. guns). 1 Fd. Bty. (of 6 4.5 howitzers).
Lt. Bde. R.A. ...	H.Q. and 3 Btys. (each of 4 3.7 in. howitzers).
Fd. Coy. R.E. ...	H.Q. and 4 Secs.

<i>Unit.</i>	<i>Organization.</i>
Div. Signals ...	H.Q. : No. 1 Coy. (H.Q., W/T Sec. and 2 Cable Secs.); No. 2 Coy. (H.Q., R.A.H.Q. Sec., 3 Fd. Bde. R.A. Secs.); No. 3 Coy. (H.Q., Div. H.Q. Sec., 3 Inf. Bde. Secs.).
Infantry Bn.	H.Q. Wing : No. 1 Group (Bn. H.Q., Intel. Sec. and Sigs.); No. 2 Group (4 A. T. guns); No. 3 Group (Transport, Police, 2 A.A. guns). M.G. Coy. : H.Q. and 4 platoons, 16 M.G.'s. 3 Rifle Coys. (each H.Q. and 4 Platoons, each platoon 2 Lewis gun Secs. and 2 rifle Secs.).
Tank Bn.	H.Q. and R/T See. (4 tanks) and 3 Coys. each H.Q. (1 tank) and 3 Secs. (each 5 tanks). Total, 52 tanks.
Div. R.A.S.C.	H.Q., Div. Amn. Coy. (H.Q. and 4 Secs.); Div. Supply Coy. (H.Q. and 4 Secs.); Div. Baggage Coy. (H.Q. and 4 Secs.).
Field Ambulance	H.Q. (which can form a Main Dressing Station); 2 Coys. (each can provide an Advanced Dressing Station).
Div. Ordnance Work- shop.	Includes two light aid detachments as links between the workshops and the units it serves.

CHAPTER II

INTERIOR ECONOMY.

SECTION 4.

Office Work—Correspondence—Documents—Returns.

(1) Principles.

The first principle, with reference to office work, is that it should be reduced to a minimum. A personal visit or conversation with the right individual, when such a course is possible, is generally far more efficacious than much writing.

The second principle is never to refer to superior authority any question that is within your own power to decide. This necessitates a sound working knowledge of existing regulations wherein the answer to many problems can be found, provided you know where to find it.

Information or instructions that are worth circulating are generally worth putting in orders. This saves office work and ensures that all concerned are kept properly informed.

When required to give an opinion on any question, give a definite opinion. Do not merely collect the opinions of others and forward them like a post-office.

The two remaining principles in connection with routine office work are—always be prompt and invariably polite.

The above are platitudes, but they are points which are apt to be neglected in times of stress both in peace and war, and they have therefore been included in the present section.

(2) Office Organization.

The first thing to ensure in organizing an office is that there is a sound system of registering and filing

all correspondence. Every letter passing through an office must be numbered, dated and registered. A sound registration system ensures anyone being able to trace correspondence in an office, in the absence, from any cause, of the person who prepared the register.

The second point to attend to is the allotment of duties to the office staff in accordance with their abilities. Clerks must be made as reasonably comfortable as circumstances admit, and their work must be organized to allow sufficient rest and recreation.

(3) Form of Correspondence.

In order to facilitate the handling of large masses of letters in big offices, and for registration and easy reference, all military correspondence is conducted on stereotyped lines. In the top left hand corner of the letter is placed the subject (Equipment, Supplies, Discipline, etc.). Then follows the heading showing to whom the letter is addressed, from whom it emanates, the place and date on which sent. This information is sufficient to enable the receiving office to register the letter and pass it quickly to the correct individual concerned in dealing with the subject in question. For similar reasons, different subjects are dealt with in separate letters and not included in one letter. The object of this is to ensure that a training question, for example, shall not be delayed while a different branch of the staff is dealing with a question of discipline or supplies, which might happen had the two questions been contained in the same letter. The ending of all official letters is in the formal style :—

“ I have the honour to be,
 Sir,
 Your obedient Servant,
 (Signature)
 (Rank and office or unit). ”

Domestic correspondence within a unit can, of course, be conducted in the less formal style by memorandum, but in no case can the essential registered numbers and dates be omitted.

Correspondence must be sufficiently fully addressed to ensure that abbreviations to which soldiers are accustomed are not misunderstood by civilian postal authorities.

(4) The Official Channel for Correspondence.

In the Army correspondence follows the official channel ; that is to say it goes from the company to the battalion, the battalion to the brigade, from brigade to the division, and so on, and not from the battalion direct to divisional headquarters. Official letters are not addressed to individuals by name but to the headquarters of the unit or formation concerned. There are, however, certain cases such as those dealing with supplies, ordnance and barrack services, in regard to which units may deal direct with the officers concerned. Such cases are detailed in the King's Regulations.

The following tables show diagrammatically the channel of communication for correspondence passing from a unit to the War Office, and the staff officer or branch of the staff in each formation dealing with the subject in question. The first table shows the channel in the case of a question of training—the second an administrative question concerning policy of barrack accommodation. For the purpose of illustration, a battalion stationed at Colchester, belonging to the 11th Infantry Brigade of the 4th Division, has been selected.

TRAINING QUESTION.		ADMINISTRATIVE QUESTION.	
Unit or Formation.	Branch of Staff concerned.	Unit or Formation.	Branch of Staff Concerned.
Battalion	Adjt. and C.O.	Battalion	Adjt. and C.O.
H.Q. 11th Inf. Bde.	Brigade Major and Bde. Commander	H.Q. 11th Inf. Bde.	Staff Captain (if no Staff Captain allowed in peace then work is done by Bde. Major and Bde. Commander).
:	:	:	*
H.Q. 4th Divn.	General Staff (G.S.O.1) and Divisional Commander	H.Q. Eastern Area (4th Divn.)	*Q.M.Gs. Staff (A.A. and Q.M.G.) and Area Commanders, who is in this case also G.O.C., 4th Division.
:	:	:	
H.Q. Eastern Command	General Staff (Brigadier General Staff) and G.O.C.-in-C.	H.Q. Eastern Command	Q.M.Gs. Staff—A.Q.M.G. and Major Gen. i.e. Administration. (On technical points District Barrack Officer (D.B.O.) will be consulted).
:	:	:	
War Office	General Staff (Training Branch)	War Office	Q.M.G. Staff (Q.M.G. 1).

* A Staff Officer additional to the normal Divisional Staff is allowed to assist in area administrative work.
He is generally either a G.S.O. 3 or a D.A.A. and Q.M.G.

(5) Secret and Confidential Documents.

A document marked "secret" is intended only for the personal information of the individual to whom it is officially entrusted, and for those officers under him whose duties it affects. The officer is personally responsible for its safe custody and that its contents are disclosed only to authorized persons.

Documents marked "confidential" are of a privileged nature. Their contents are only to be disclosed to authorized persons, or in the interests of the public service.

The receipt of secret and confidential documents must always be acknowledged, but the acknowledgment is not in itself secret or confidential as it does not disclose the purport of the document.

The disclosure of the contents of a secret document is an offence punishable under the Official Secrets Act.

Publishing official correspondence or information, or using them for personal controversy or private purposes, without due authority, constitutes a breach of official trust, and is punishable under the same Act, even if the information disclosed is not in itself of a secret nature.

(6) Reports, States and Returns.

A list of the various reports and returns required to be rendered quarterly, half-yearly, and yearly is given in K.R.

In addition to those enumerated in the King's Regulations, there are normally others required by various commanders—it may be daily, weekly or less frequently. In every office a list should be posted in some conspicuous place, showing the nature of the various returns required to be sent in by that particular office, the date when due and the person actually responsible for their preparation.

A State is a report whereby a commander is kept informed of the fighting condition of his command.

Punctuality in rendering it is usually more important than extreme accuracy. When, however, only approximate information can be given this should be made clear in the state.

A Return is a document required for statistical purposes, or to show the condition of the forces more accurately than is possible in a state. Accuracy in its compilation is essential.

It is only from the information given in accurate returns that proper provision can be made to meet all the requirements of an army, be it in men, animals, equipment or any other commodity.

(7) Unit Orders.

The orders issued by a commander of a unit are issued in two parts.

Part I of Orders deals with such matters as training, manœuvres, parades, duties, etc.

Part II—with all matters which affect a soldier's pay, status, promotion or documents.

Copies of Part II Orders of a unit are sent to the regimental paymaster, the officer in charge of records of the corps, and to the commanding officer of any attached men who may be referred to in them.

It is from the information given in Part II Orders that the regimental paymaster adjusts a soldier's rate of pay and his account generally, and the officer in charge of records maintains an accurate record of a soldier's service. The greatest care is therefore necessary in the accurate preparation of Part II Orders.

SECTION 5.

Regulations Regarding Officers' and Sergeants' Messes.

(1) The commanding officer of a unit is held responsible by the King's Regulations for the proper conduct of the officers' and sergeants' messes of his

unit. The senior combatant officer present at mess is responsible for the maintenance of discipline. The senior warrant or non-commissioned officer is similarly responsible in the sergeants' mess.

The president of the mess committee in either case is the officer or non-commissioned officer deputed for the general management of the mess under the orders of the commanding officer.

(2) Every officer of a corps must be a member of his regimental mess, similarly sergeants must be members of the sergeants' mess. Every unmarried officer of a unit must be a dining member of his mess, so long as he is present at the regimental headquarters.

(3) In certain corps, artillery for example, the messes are frequently station messes. That is—the mess and its property are permanent at the station and units as they come and go take over the messes as they find them, funds and property included. Where there are no station messes, as is normally the case with cavalry and infantry units, the mess, its funds and property, move about from station to station with the unit.

(4) The maximum amount of the subscriptions which may be charged to members of officers' and sergeants' messes are laid down in the King's Regulations, and no further authority is necessary for the recovery of these amounts from individuals.

In the case of officers' messes, the subscriptions permissible fall under three heads :—

- (a) Initial contributions.
- (b) Annual subscriptions to meet ordinary working expenses, and
- (c) Monthly subscriptions to meet incidental expenses.

Initial Contributions.—On appointment, an officer belonging to a regiment of cavalry or a battalion of infantry or to a corps not having a headquarters mess, will pay to the mess funds a contribution as may be decided by the C.O., but not exceeding £4, within six

months of his appointment, one-fifth of the amount in the case of cavalry and infantry to be credited to the depot mess.

Where, however, the mess is not furnished at the public expense, an officer will pay a contribution as may be decided by the C.O., but not exceeding 24 days' pay of his rank. In addition to this subscription an officer shall pay to his depot mess a contribution not exceeding £1 if the mess is furnished at the public expense, or not exceeding 6 days' pay if the mess is not furnished at the public expense.

If an officer is seconded or transferred to another unit before joining the unit to which he was first appointed, he will be required to pay contribution only to the unit which he joins.

In the case of corps with headquarters messes sanctioned by the Army Council, an officer on appointment may be required to pay an initial contribution not exceeding £5 to the headquarters mess.

Where, however, the mess is not furnished at the public expense, an officer may be required to pay a contribution not exceeding 30 days' pay of his rank.

Annual Subscriptions to meet Ordinary Working Expenses of a mess are a compulsory charge against all officers. The amount to be paid is fixed by the commanding officer, but it must not exceed ten days' regimental pay of the officer's rank per annum. Married officers, who are not dining members, may only be charged half this amount. When an officer is away from his unit, attached to some other unit or corps, for any period in excess of one month, this subscription is payable to the unit to which attached and not to the parent unit—the amount being in proportion to the length of the attachment at a rate not in excess of ten days' pay per annum.

Headquarters messes sanctioned by the Army Council, may, if and when necessary, levy an annual subscription up to 1 day's pay from every officer of the corps, whether a member of a mess or not. When this is enforced the subscription under the preceding

paragraph for officers concerned will be limited to 9 days' pay. This subscription will be paid annually on January 1st of each year.

Monthly Subscriptions to meet Incidental Expenses
—The monthly charge for all incidental expenses not covered by the annual subscriptions of officers, will be decided by the commanding officer, but will not exceed 15s. in ordinary and 25s. in extraordinary circumstances. When the lesser sum is exceeded a satisfactory explanation of the excess will be furnished by the commanding officer to his immediate superior officer.

When an officer is removed from one unit or corps to another by transfer, exchange, posting or promotion, his subscriptions will be due to his former unit or corps until the date of his actually quitting it. Subscriptions during the period which may intervene between an officer quitting one unit or corps and joining another will be due to the unit or corps to which he actually belongs, according to the date given in the *London Gazette*. The subscriptions will be paid according to the rank for which the officer is actually drawing pay.

In the case of Sergeants' Messes every member on first joining the mess of his corps is required to pay an entrance subscription not exceeding three days' pay, and on promotion the difference of three days' pay of the new rank. A monthly subscription not exceeding 3/- for unmarried and 1/6 for married members is also chargeable.

Commanding officers are held responsible that there is no undue accumulation of funds by officers' or sergeants' messes. In the event of an accumulation occurring, subscriptions should be reduced accordingly.

(5) **Entertainments in Messes.**—Under the King's Regulations, expensive entertainments are to be discouraged—in every case the permission of the commanding officer must be obtained. The sanction of an officer not below the rank of colonel commandant

is required before an expensive entertainment may be held in a mess, and while a general subscription is to be charged as would be necessary for a large entertainment, the authority of the divisional commander must be obtained.

In the case of sergeants' mess entertainments there must be a majority of two-thirds of the members in favour of holding the entertainment.

Officers are required to signify their consent in writing to their being charged a share in any entertainment of an expensive kind. It is the duty of the commanding officer to give his special countenance and protection to any officer who declines to share in the expense of a proposed entertainment.

The entertainment of units on their arrival at or departure from stations is prohibited, beyond offering them the accommodation of the mess as honorary members.

(6) **Insurance.**—The King's Regulations require that the property of an officers' or sergeants' mess shall be insured against fire, the premium being a charge against mess funds.

(7) Sergeants' messes are managed by a mess committee appointed quarterly, consisting of the president, who must not be below the rank of colour-sergeant, and two members, one married and one unmarried. A mess caterer is selected by the commanding officer from among the sergeants of the unit. He is not a member of the mess committee. The caterer has charge of all stores of eatables and liquors, and receives payments from members. He hands over all cash received daily to the treasurer. The treasurer (staff-sergeant or sergeant) is appointed quarterly. He is responsible for the accounts of the mess, which he lays before the mess meetings and subsequently before the commanding officer. The treasurer is not allowed to retain in his possession any accumulation of funds in excess of £5. Such amounts must be placed in the bank.

The regimental sergeant-major, the schoolmaster, bandmaster, regimental quartermaster-sergeant or company sergeant-major instructor in musketry are not allowed to act as president of the mess committee or as treasurer.

SECTION 6.

Management of the Soldier's Messing—The Ration— How it is Obtained and Accounted For—Diet Sheets— Army Book 48—Store Accounts—By-Products.

(1) Full particulars on the above questions are contained in the notes for guidance in "Management of the Soldier's Messing," the "Manual of Military Cooking and Dietary," and in Army Book 48. These publications will well repay close study by all those responsible for the feeding of the troops. It is only possible in this book to draw attention to a few points of importance which will be found useful for instructional and examination purposes.

(2) The duty of supervising messing arrangements falls normally upon the second-in-command of the unit, assisted by the usual messing committee. It is suggested that, to help the second-in-command, an officer should be selected to carry out the duties hitherto falling on the messing officer, and that he should have an N.C.O. not below the rank of corporal to assist him. The most constant and painstaking supervision is necessary to ensure good feeding for the men.

(3) The Home Service ration is issuable daily to all officers, N.C.O.s. and men except in the case of certain officers who are in receipt of a consolidated rate of pay which includes ration allowance.

The ration consists of certain articles issued in kind from the R.A.S.C. supply depots, and in addition a

commuted ration and cash allowance. The present daily ration scale is as follows :—

(i) *Articles issued in kind by R.A.S.C.*

Meat—fresh or frozen	12 oz.
or preserved meat	9 oz.
Bread	16 oz.
or biscuit or flour	12 oz.
Sugar	1½ oz.
Tea	½ oz.
Salt	¼ oz.

(ii) *Commuted ration, present value 3.01d.* per diem, N.A. & A.F.I. Supply.*

Bacon	2 oz.
Cheese	1 oz.
Margarine	1 oz.
Jam or syrup	1½ oz.

(iii) *Cash allowance—3d. per head per diem.*

The items under (i) are obtained on indent (A.B. 55) which is the ordinary requisition for supplies compiled by the Quartermaster and sent to the officer i/c supplies, R.A.S.C., several days in advance according to local requirements. The quartermaster is responsible for the receipt of these supplies and their subsequent distribution within the unit to the various messes. He accounts for them in A.B. 109, this book being a record in tabular form of all receipts and issues of supplies in kind.

The items under (ii) and other items required to supplement the ration so as to provide variety and to admit of the purchase of seasonable produce, and which are paid for with money provided by the Commuted Ration Allowance and Cash Allowance (iii above), are obtained by purchase from the N.A. & A.F.I. These purchases may be varied to any extent provided that they are confined to staple articles of food, and not less than $\frac{3}{4}$ lb. of bacon per head weekly. The purchase of purely luxury articles is forbidden.

* This figure fluctuates with the cost of commodities.

(4) The amount of the Commuted Ration Allowance (C.R.A.) is calculated as follows :—

- (a) The total value of the soldier's ration, including commuted and cash allowances, is published monthly in Command Orders. The total figure is subject to slight fluctuations from month to month in accordance with the prevailing cost of commodities.*
- (b) The total number of rations to which the unit is entitled for the month is taken from the pay list as regards the N.C.Os. and men, and from A.F. O. 1850 as regards the officers.
- (c) The figure obtained under (b) is multiplied by the value given under (a). This is the total money entitlement of the unit for the month.
- (d) The officer i/c supplies, R.A.S.C., renders a return (A.F. F. 3179), which shows the quantities and prices of the rations actually issued in kind to the unit during the month, from which their total value is calculated.
- (e) The difference between (c) and (d) is the total amount of C.R.A.—commuted and cash allowances due to the unit for the month.

E.g.—

- (a) Command Orders give the total value of the ration for the month of September 14.2d.
- (b) Total number of rations to which the unit is entitled for the month of September (from pay list and A.F. O. 1850) 15,000
- (c) (a) \times (b) = $14.2 \times 15,000$ pence = £887 10s. 0d.
Total money entitlement of unit for September.

* 1931 estimated at 10·94d.

- (d) Value of rations actually issued in kind by the R.A.S.C. during September, from A.F. F. 3179 £437 10s. 0d.
- (e) (c) - (d) = £887 10s. 0d. - £437 10s. 0d. = £450.
Total C.R.A. (or 7.2d. per ration per day).

The C.R.A. is distributed between messes in accordance with the number of rations issued to each.

The money belonging to the men's mess is expended in the N.A. & A.F.I. in the purchase of articles required to supplement the messing, and is accounted for daily in A.B. 48.

It will be seen from the above that practically half the value of the ration is available in cash for expenditure in the N.A. & A.F.I. on food supplies for the men, and the greatest care and continual supervision are necessary to ensure that the best value is obtained for this money, and a good and varied diet provided for the troops.

(5) Inspection of Rations.

The R.A.S.C. supplies in kind are delivered to units from supply depots controlled by the R.A.S.C., or in certain circumstances direct by contractors. It is very rare indeed to find the supplies from the R.A.S.C. depots anything but satisfactory, but those delivered by contractors may possibly be unfit. Under King's Regulations the quartermaster is only held responsible for the quantity and not the quality of the rations supplied. It is important, therefore, that the supplies should be inspected on delivery by another officer. If there is any reason to suspect that the meat is tainted, this may be tested as follows :—

Drive a clean wooden skewer into the thickest part of the joint, withdrawing it again slowly and then smell the skewer. If it has only a fresh meaty smell the meat is fit for issue ; if there is any unpleasant smell then the meat is unfit.

In the event of the meat being unfit for issue, a regimental board should be assembled, including the medical officer in charge of the unit. This board has power to condemn it as unfit should it be found to be so. An immediate report should then be made to the supply officer, or contractor if the supply is direct from a contractor.

In the event of it being impossible to replace the condemned issue in time, meat may then be purchased locally to make good the deficiency, the cost falling on the State or the contractor as the case may be.

(6) Defrosting Meat.

The meat now issued to the troops has generally been frozen. Normally, the process of defrosting is complete, or practically so, before delivery to units, but in cold weather this may not be the case. The meat on receipt should be hung in a well-ventilated store and allowed to defrost by the action of the air. Should it be necessary to hasten the process of defrosting, the meat may be hung in a warm but well ventilated room and wiped over from time to time with a clean cloth dipped in tepid water. Under ordinary conditions the jointing of the meat on the day prior to issue should not be allowed. The meat should never be cooked until the process of defrosting is complete.

The jointing of the meat, and the cutting up of the complete quarters and carcase for distribution to the various messes should be done by a skilled man. It should rarely be necessary to use a cleaver for this purpose.

(7) Handling the Ration.

Having obtained the various commodities, which go to make up the rations, from the R.A.S.C. and the N.A. & A.F.I., the next thing to ensure is perfect cleanliness of all stores, utensils and personnel employed in handling the food. Good ventilation, prevention and suppression of flies, the proper collection

and storage of all by-products, the cleanliness of all utensils, cookhouses and food preparation rooms, must be continually watched.

A separate room, other than the cookhouse, should be used for the preparation of the various dishes prior to cooking whenever possible. Basins, soap, nail brushes and towels must be provided for the use of the cooks, and constant supervision exercised to ensure cleanliness.

(8) Diet Sheets.

The first things to bear in mind when considering the dietary of the soldier are—that it should be well varied, that it should be sufficient in accordance with the work the man is being called upon to perform, and that it should be suitable to climatic conditions and the time of the year. The tastes of units and individuals vary considerably. These must be studied and catered for, but very much depends in all circumstances on the attractiveness of the food when served and its method of service.

The breakfast meal should consist of meat of some sort or fish ; meat with two vegetables and pudding for dinner ; for tea, in addition to bread and butter or margarine, an extra such as fish, salads or cake ; and supper should also be provided for all men requiring it.

Two specimen diet sheets are given below, one suitable for summer months and one for winter months.

Care and supervision of the distribution and service of the food is essential to enable a dietary of this nature to be maintained out of the existing soldier's rations, but there is nothing impossible in providing these meals without exceeding the amount of funds available.

Further specimen diet sheets are included in the "Notes for Guidance in the Management of Soldiers' Messing, 1922."

SCALE OF DIET SUITABLE FOR SUMMER MONTHS.

MEAL.	SUNDAY.	MONDAY.	TUESDAY.	WEDNESDAY.	THURSDAY.	FRIDAY.	SATURDAY.
BREAKFAST. Battalion Hall	Tea, Bread, Fried Bacon and Egg. Marmalade.	Porridge and Milk. Tea, Bread, Margarine, Raisins and Gravy.	Tea, Bread, Fried Bacon. Baked Beans.	Porridge and Milk. Tea, Bread, Margarine, Boiled Eggs.	Tea, Bread, and Sausage. Onion Gravy.	Porridge and Milk. Tea, Bread, Margarine, Fried Maccherel Marmalade.	Tea, Bread, Fried Bacon and Tomatoes. Fried Bread.
	Roast Meat, Stuffed. Boiled Potatoes. Cabbage. Stewed Plums and Custard.	Sea Pies and Green Peas. Rice Pudding.	Cold Meat, Boiled Potatoes. Mixed Salad. Gooseberry Pie and Custard.	Meat Pies. Potatoes. Cabbage. Stewed Prunes and Blanc-Mange.	Baked Meat. Potatoes. Baked Butter Beans. Boiled Rolls.	Stewed Steak. Boiled Potatoes. Boiled Runner Beans. Golden Jam.	Cold Meat, Boiled Potatoes. Mixed Salad. Apple Pie and Custard.
DINNER Battalion Hall	Sea Pies and Cabbage. Stewed Plums and Custard.	Roast Meat, Stuffed. Boiled Potatoes. Green Peas. Rice Pudding.	Cold Meat, Boiled Potatoes. Mixed Salad. Gooseberry Pie and Custard.	Meat Pudding. Potatoes. Cabbage. Stewed Prunes and Blanc-Mange.	Stewed Steak. Boiled Potatoes. Baked Butter Beans. Boiled Rolls.	Baked Meat and Potatoes. Boiled Runner Beans. Golden Pudding. Lemon Sauce.	Cold Meat, Boiled Potatoes. Mixed Salad. Apple Pie and Custard.
	Tea, Bread. Margarine. Tea Scones. Jam.	Tea, Bread, Margarine. Cheese. Beetroot. Salad.	Tea, Bread. Margarine. Raisin Cake. Jam.	Tea, Bread. Margarine, Cold Boiled Beef. Green Salad.	Tea, Bread. Lettuce. Jam.	Tea, Bread, Margarine. Meat Croquettes and Gravy.	Tea, Bread, Margarine. Rock Cakes. Jam.
SUPPER —	Pea and Lentil Soup and Bread.	Bread and Cheese.	Beef Sandwiches and Tea.	Cottage Pie, Bread and Gravy.	Tomato Soup. Bread.	Vegetable Soup. Bread.

NOTE.—During early summer rhubarb might be substituted once or twice during the week for other fruit.

SCALE OF DIET SUITABLE FOR WINTER MONTHS.

MEAL.	SUNDAY.	MONDAY.	TUESDAY.	WEDNESDAY.	THURSDAY.	FRIDAY.	SATURDAY.
BREAKFAST ...	Porridge and Milk. Tea, Bread, Fried Bacon and Egg.	Porridge and Milk. Tea, Bread, Fried Bacon, Risiolas and Gravy. Marmalade.	Porridge and Milk. Tea, Bread, Risiolas and Gravy. Marmalade.	Porridge and Milk. Tea, Bread, Smoked Haddock and White Sauce. Marmalade.	Porridge and Milk. Tea, Bread, Fried and Sausages, Onion Gravy.	Porridge and Milk. Tea, Bread, Margarine, Kippered Herrings and Marmalade.	Brown Stew, Potatoes, Blue Peas, Current Rolls, White Sauce.
	Baked Meat and Potatoes, Cabbage, Rice Pudding.			Hot Pots and Boiled Carrots, Jam Rolls.	Plain Stew. Baked Butter Beans, Bread Pudding, White Sauce.	Roast Meat and Yorkshire Pudding. Bailed Potatoes, Cabbage, Macaroni Pudding.	
	Rice Pudding.				Hot Pots and Baked Butter Beans, Bread Pudding White Sauce.	Sea Pies and Cabbage, Macaroni Pudding.	Irish Stew and Blie Peas, Current Rolls, White Sauce.
DINNER	Beefsteak	Beefsteak	Beefsteak	Meat Pudding. Potatoes, Cabbage, Rice Pudding.	Baked Meat and Potatoes, Blue Peas, Salad and Custard.	Plain Stew. Potatoes, Boiled Carrots, Jam Rolls.	Roast and Yorkshire Padding. Bailed Potatoes, Basted Parsnips and Custard.
TEA	Tea, Bread, Margarine, Rock Cakes, Jam.	Tea, Bread, Welsh Rarebit.	Tea, Bread, Margarine, Cold Meat and Beetroot, Salad.	Tea, Bread, Margarine, Currant Cake, Jam.	Tea, Bread, Margarine, Cold Bacon and Onion Salad.	Tea, Bread, Margarine, Fried Sausages and Onion Gravy.
SUPPER	Tomato Soup and Bread.	Bread, Cheese, Cocoa.		Cottage Pies, Gravy and Bread.	Vegetable Soup and Bread.	Bacon and Bread.

(9) Army Book 48.

The daily messing account (A.B. 48) should be made up each day as soon as the day's transactions are completed. It shows a complete connection between the day's diet and the purchases of commodities and the disposal of the ration issued in kind, also the financial state of the messing account from day to day.

For the purpose of accounting within the unit, a unit or formation is allowed, except at March 31st, to carry forward to the next account any cash credit, or the equivalent of foodstuffs purchased or drawn from the R.A.S.C. in kind, if held in stock. At March 31st the credit carried forward is not to exceed four days' cash allowance (or the equivalent in foodstuffs). This does not refer to any issue made by the R.A.S.C. for consumption in the next month, or for any authorized reserve.

The excess balance of the cash and commuted allowances, and the value of foodstuffs in store on March 31st, will be surrendered to the public.

Deliberate underdrawals of the R.A.S.C. ration in kind in order to convert any items into cash for additional messing expenditure are not permitted.

While expenditure on messing resulting in a debtor balance on the messing account should not normally occur, units may, in the event of a debtor balance arising, be allowed to carry forward at the end of a month (except at March 31st) a debtor balance not exceeding the value of two days' cash and commuted allowances. No debt at all will be allowed at March 31st or on closing the account. In the case of infantry regimental depots the date 30th June will be substituted for 31st March.

On transfer of a unit from one command to another abroad, or from home to abroad (or *vice versa*), the messing account will be closed and any credit balance surrendered to the public. Similarly any debtor balance will be adjusted before a unit leaves its station of departure.

(10) Store Accounts.

A store account has to be kept daily (*vide* page 57 "Management of Soldier's Messing") which shows the detailed distribution of food supplies to the various messes (officers', sergeants', men's, married soldiers) and the amounts received and carried forward from day to day. This account, compared with the A.B. 48, serves as a check on the expenditure of supplies and is a further means of preventing waste or fraud. A separate account is kept in every store containing food supplies, whether it is provided for bread, meat, groceries or local produce, and all supplies taken into or out of stores have to be entered on the account. The amount of stocks carried forward from day to day in the messing account A.B. 48, should be checked frequently with the store sheets in the various stores, and with the actual stocks in hand.

(11) By-Products.

Consistent with the proper feeding of the soldier, every possible economy must be effected. By-products from the ration must be collected carefully and utilized in the first instance in the dietary. By-products surplus to the actual messing requirements are sold to authorized contractors.

Cash received from the sales of by-products is credited in the Regimental By-Product and Swill Account. This fund is administered by the commanding officer of the unit. Expenditure on this account is limited to purchases of commodities to supplement the men's messing, to extra duty pay for cooks, to the provision of clothing for cooks and the provision of extra messing utensils.

The following are some of the chief by-products of the ration :-

- (i) Fats of various natures, whether taken from raw meat or recovered in the process of cooking, or collected from refuse.
- (ii) Bones—fresh and cooked.

(iii) Swill.—This includes all vegetable cuttings and potato peelings, and any waste unfit to be eaten by the troops or unsaleable under separate contract. Under no circumstances is meat, fat or bread to be put into swill tubs.

(iv) Bottles, jars, biscuit tins, boxes, etc.

(v) Scrap bread.

The method of collection, classification, utilization and disposal of the various natures of by-products is tabulated in the pamphlet "Management of the Soldier's Messing" already referred to.

(12) Practical Points.

The following minor points in connection with catering and dietary will be found worth attention by those responsible for the management of the soldier's messing :—

The chief fault in catering for the soldiers' mess is the constant neglect to appreciate the full value of the meat and bread ration. Where the meat ration is carefully conserved it is possible to serve two or three meat breakfasts in addition to substantial meat meals at midday. Where this is not done the expenditure on the breakfast meal is too costly, and sufficient money is not available to purchase substantial tea meals. The latter is of importance as the time elapsing from 5 p.m. till the breakfast meal at 7 a.m. the following day without food (14 hours) is exhausting, and must of necessity cause a great loss of energy and consequently a hindrance to physical development where men are without money with which to provide themselves with a supper meal.

With regard to the bread ration. Units should endeavour to draw 1 oz. of flour per man per day in lieu of a portion of the bread ration instead of purchasing the full quantity of flour for making cakes and puddings. Units frequently state that the men require all the bread ration, yet the dietary often includes

bread puddings, and in addition scrap bread is being sold to the contractor. It is therefore obvious that with more careful supervision flour can be drawn and waste of bread avoided.

Bread stores frequently get overstocked at weekends when men are on short leave, and on Mondays there is too much stale bread in store.

By carefully watching the bread consumption it is possible to keep requisitions within a near margin of a unit's requirements.

The sergeant-cook should invariably be supplied with the numbers of men in mess, to enable him to make an equal distribution of the food. It often happens that he has not been given such information, and to make sure that the late-comers do not go without, a certain amount of food is kept back, often too much, which results in waste and men having small helpings. When this happens it shows a decided weakness in supervision.

The men should be divided into messes and the sergeant-cook furnished with the numbers in each mess so that the whole of the cooked food can be equally distributed.

The purchase of cake at 1/- (or more) per pound, when it can be made in a unit at 5d. or 6d. per pound, is frequently a loss to the mess. In civilian bakeries it is chiefly the high cost of labour which makes the ready-made article expensive. In a military cook-house, with free labour, the cost is considerably less and any article of dietary which can be made from raw material is an economy and should, where possible, be effected.

(18) Hints on Management of the Bread Ration.

- (a) Do not issue in equal proportions to individual men. This causes waste, as some normally eat more than others.

- (b) Cut the bread into half slices, the outside pieces into quarter slices, and place in baskets on the dining table, so that men can help themselves according to their appetites.
- (c) After meals collect baskets with untouched bread and return to bread store; cover with damp cloths pending reissue, supplemented as necessary, for the next meal.
- (d) Broken fragments, handled by the men, can be collected from the tables for sale with by-products.
- (e) The above system checks unnecessary waste, and will enable 20 rations of flour to be drawn in lieu of bread in every hundred rations drawn.

(14) Hints on Management of the Meat Ration.

- (a) Select joints in accordance with the diet sheet, the best joints for roasting and baking.
- (b) Distribute fat and bone equally, never more than 25% of fat and bone together in the portion of meat issued to any one Mess.
- (c) Allow no preferential treatment of officers' or sergeants' messes in distributing the meat ration.
- (d) Do not spoil the joints by cutting away too much fat before cooking.
- (e) Invariably draw the full amount of meat admissible with the rations.
- (f) Do not issue the whole of the meat ration for the dinner meal, but save a proportion for making supper and breakfast dishes such as sausages, rissoles, croquettes, meat patties, etc.
- (g) Every pound of meat issued should on the average produce one ounce of dripping.

CHAPTER III

BILLETS, CAMPS AND BIVOUACS.

SECTION 7.

Billeting in Peace and War—Principles and Regulations.

(*Vide Manual of Military Law and Field Service Regulations.*)

(1) Billeting in Peace.

Billeting troops on the civil population has been a practice since earliest times, and various monarchs in the past sometimes abused the custom. When a standing army was first formed in England, for which no barrack accommodation existed, it became necessary to legalize the practice in some way. This was done by the 2nd Mutiny Act of 1689. This Act, while declaring that the practice of billeting was illegal, stated that there was " occasion for the marching of many regiments, troops and companies in several parts of the kingdom towards the sea coasts and otherwise " ; and it empowered the " constables, and other chief officers, and magistrates of cities, boroughs, towns and villages, and noe others, to quarter and billet officers and soldiers in inns, livery stables, alehouses, victualling houses, and all houses selling brandy, strong waters, cyder or, metheglin, by retaile to be dranke in their houses, and noe others, and in no private houses whatsoever." This is practically the law as it exists to-day, the prices to be paid for such billeting being laid down each year in the Army Annual Act.

The points to notice are that this power to billet troops in peace, applies only to troops on the move, they can only be billeted in licensed houses, and the billeting must be done through the civil authorities.

In peace time all movements of troops take place under the authority of a " Route "—a document bearing

the signature of the Secretary of State for War—and it is this route which authorizes the police to provide billets for troops when they are required in peace time.

(2) Billeting in times of Emergency.

When a state of imminent national danger arises, a state of emergency may be declared by Royal Proclamation. By this Proclamation the reserves are called out for service and the Territorial Army is embodied.

In such circumstances it is realized that billeting accommodation in licensed houses alone may be insufficient to meet the requirements of possible concentration of troops. It is therefore legal at such times to billet troops in private houses also. This was legalized in the Army Annual Act of 1909, the essential point being the embodiment of the Territorial Army by Royal Proclamation on account of imminent national danger. The billeting must still be done through the agency of the civil authorities.

Under Section 181 of the Army Act, the laws regarding billeting of the Regular Army are made applicable to the personnel of the Territorial Army at times when they are subject to military law. An order, signed as a route, by the commanding officer of a Territorial Army unit takes the place in these circumstances of a regular route.

(3) Billeting in War.

In time of war when our armies may be operating in a foreign country, billeting is carried out in accordance with the laws of the country in question, if it is the territory of an ally. If in enemy country billeting is carried out in accordance with such orders as the commander-in-chief may see fit to issue on the subject.

Billets, camps and bivouacs are the normal methods of quartering troops in time of war. The conditions governing the choice of the method to be adopted at any given time are primarily tactical. When conditions

admit, however, it is generally considered that the best method of giving rest to the troops is to occupy billets, and when not in close contact with the enemy billeting will be the method most generally adopted.

As compared with camps, billets normally involve dispersion of the troops. They, however, give cover from air observation, and the cellars of houses afford good shelter from bombardments. The difficulty of dispersion may be obviated by resorting to close billets, when as many men as possible occupy the houses—the remainder bivouacking in the vicinity.

(4) Billeting Organization and Allotment of Areas.

The duties in connection with billeting fall under two main heads :—

“Tactical Measures” and “Administrative Measures.”

The General Staff allot billeting areas in bulk to formations, settling the relative positions of divisions, brigades, etc., in accordance with the general strategical or tactical plan and the necessary security measures.

The Administrative Staff do the more detailed allotment to units within the general boundaries, and when necessary allot areas for water, grazing, requisitioning and such like matters.

When strategical and tactical questions do not arise, as may happen in rest areas removed from the actual zone of active operations, the allotment of areas may be done entirely by the Administrative Staff.

The system of allotting billeting accommodation is by areas. If such areas are liable to be made use of by successive bodies of troops, either during a concentration, or in the course of a move by stages from one area to another, or for periods of rest and training, then the billeting areas are generally divided into sub-areas, the accommodation in each sub-area being definitely allotted to a complete formation, such as a brigade group, suitable sub-areas being set aside for artillery

or other mounted formations, special buildings being earmarked for headquarters, hospitals, etc.

This procedure simplifies billeting arrangements, since each formation is detailed to an area organized to suit its requirements. Signal communications are also facilitated as lines once constructed can be used by each formation in turn.

In the case of large bodies of troops marching by road, when tactical considerations admit, and roads are available, the divisions should be billeted on parallel lines, each being distributed on a narrow front and in depth. This arrangement admits of each division being closed up on its front more readily than when several divisions are billeted in depth on one road. It is economical in time and labour when a force is marching from day to day; it facilitates supply arrangements and the working of administrative services generally. In allotting areas units should of course be kept together under their own commanders.

(5) Control of Billeting Areas.

When billeting areas are occupied by successive formations, in the manner indicated above, area and sub-area commandants are appointed and provided with the necessary assistants. Similarly town majors are appointed in the case of towns or large villages. These officers act as the go-between between the troops and the civil authorities.

The duties of area commandants and town majors are defined in F.S.R.

(6) Capacity of Billeting Areas.

When an army is moving through a tract of country normally populated, as in most parts of Western Europe, billets with subsistence may be resorted to. When a large force is more or less in permanent occupation of an area, however, this is not possible, and billets without subsistence must be the rule.

The capacity of an area to provide billets with subsistence depends upon its nature, whether urban, rural, agricultural or industrial. Before making detailed plans, therefore, it will be necessary to collect data as to the capacity of areas.

As a rough guide for general strategical purposes, it may be taken that an area can provide billets with subsistence for a force equal to twice its population for one week.

Billets without subsistence can be provided at the rate of ten men per inhabitant in rich agricultural districts and half that number in towns or industrial areas.

These scales, however, do not take account of the possible partial evacuation of a country by its civil population in front of an advancing enemy, or the existence of large numbers of refugees from occupied territory.

The only satisfactory method of making billeting arrangements is therefore by actual reconnaissance of the areas.

(7) Billeting Procedure in War.

The actual process of allotting billeting accommodation is best illustrated by taking the case of a division moving to a new area. The procedure will then be as follows :—

An advance billeting party, consisting of representatives of brigade and divisional troops (generally the staff captains) in charge of an officer of the divisional headquarters staff, normally the D.A.A.G., is sent ahead to make the preliminary arrangements. This party is followed later by the billeting parties from each unit of the formation.

The advance billeting party carries out a rapid reconnaissance of the whole area, and the divisional staff officer divides the area roughly amongst the infantry brigades and divisional troops; the representatives of these lower formations in turn allot areas

to their units. Subsequently the billeting parties of units come along. They are given their sub-areas, and they in turn decide on the detailed plan for the occupation of the available accommodation.

When moving into an already organized area things are much simplified. The billeting officer goes to the area commandant or town major; he gives him all the information necessary regarding the areas and sub-areas, and the units have only to take over already determined areas known to be suitable to their requirements.

Whenever time and conditions admit, all the detailed billeting work should be done through the agency of the civil authorities. If area commandants or town majors have been appointed, they form the channel of communication between the troops and the civil authorities.

(8) Unit Billeting Parties.

These parties should normally consist of an officer representing unit headquarters, and an N.C.O. or other rank for each battery, squadron or company. The officer in charge of the party should, of course, be provided with detailed information regarding the requirements of his unit, and numbers of officers, men and animals for whom accommodation is required.

(9) Summary of Points to be Borne in Mind by Billeting Parties.

Some of these points refer to the duties of formation billeting parties, and others more particularly to the duties of unit billeting parties.

- (a) Civil authorities should be questioned as to the existence of any infectious diseases in the area, and as to any special precautions which may be necessary in respect of supplies, water, sanitation or fire.

- (b) Depots for supplies, etc., must be near good roads.
- (c) Mounted formations should be located with due regard to the facilities for watering horses.
- (d) Hospitals and headquarter offices have the first claim on buildings.
- (e) When shelter is limited, mounted troops have preference.
- (f) Headquarter offices should be selected with due regard to signal communications.
- (g) Dismounted units, carrying out continuous marches, and halted for the night should be billeted as close as possible to the line of march for the next day.
- (h) Tanks and mechanical transport vehicles should be parked so as to leave main roads clear, but they require hard standings.
- (i) The claims of corps and army units attached to divisions or smaller formations, also R.A.F. units, must be given due consideration.
- (j) When possible dismounted units should be nearest to the drinking water supply.
- (k) Officers must be located close to their men.
- (l) Horse lines should be so placed that the horses are not required to cross main traffic routes in going to and from watering.
- (m) Mounted men must be located near their horses, guns or wagons.
- (n) Both sides of a street should be allotted to the same unit to prevent confusion in case of alarm.
- (o) Roads and communications must not be blocked. Guns and vehicles may be parked outside villages when necessary to prevent congestion of traffic, care being taken to provide concealment from air observation.

(10) General Points with Regard to Quartering Troops in War.

The following points have reference to all quartering questions in war, and must be given due consideration in their application to billeting problems.

- (a) Tactical considerations must of course be considered first. Troops should normally be distributed in the order in which they will be required to come into action in the event of attack, mounted troops being covered by other arms, and tanks, columns, hospitals, etc., being provided with the necessary protection.
- (b) Concealment from air observation, protection from bombardment, whether by guns, gas or aerial attack, must never be overlooked.
- (c) Civilians are entitled to protection from bombardment, gas or aerial attack, and whatever arrangements are decided on in this connection must include provision for the civil population.
- (d) Every unit, however small, must have an alarm post. This is the first place to decide on in occupying quarters. All ranks must know where it is, the best way to it, and exactly what they are to do in the event of an alarm being given.
- (e) The commander of a formation in occupation of an area is responsible for everything in that area. He must, subject to any orders issued by higher authority, arrange for police, traffic control, sanitary measures and fire precautions within his area, in addition to his responsibilities for defensive arrangements. He is also responsible for the marking of headquarter offices and signal offices, for the provision of direction boards, and for the

due notification of area commandants and town majors of all movements of units into and out of the area.

(11) Sanitation in Billets.

The local authorities should be called upon to take such sanitary measures as are necessary, but the troops will generally be required to assist in the provision of additional latrine accommodation, watering and washing places.

Billeting parties should ascertain the source of the local water supply, and provide guards where necessary to prevent pollution.

Houses where infectious diseases exist should be marked by the billeting parties.

Particular care is necessary in billets, where over-crowding cannot always be avoided, to secure the best possible ventilation and general cleanliness.

SECTION 8.

Selection of Camp Sites—Laying Out Camps—General Notes on Camps—Administrative Instructions for Camps, Bivouacs and Billets.

(1) For full particulars the following should be consulted :—

- Field Service Regulations.
- The Field Service Pocket Book.
- Equipment Regulations.
- Regulations for Army Ordnance Services.
- King's Regulations.
- Manual of Military Hygiene.

Many points mentioned in the previous section on billets are also applicable to camps and should be read in conjunction with the following notes :—

(2) Types of Camps.

Camps may be classed under two main heads—standing camps and temporary camps.

Standing camps are those which are occupied for an appreciable time by one or by a succession of units. In such camps permanent or semi-permanent arrangements may exist in the nature of laid water piping, latrine and cookhouse shelters and fixed ablution benches, etc.

In a temporary camp such as might be occupied for one or two nights only on service, or during manoeuvres in peace time, no such arrangements would exist.

A standing camp may be elaborated to any extent by the provision of huts, properly constructed roads, etc., until it becomes practically a permanent barrack.

In these notes tented camps or temporary hutments only are considered.

(3) Selection of Camp Sites.

The following is a summary of the main points to be considered in selecting a site for a camp.

- (a) On active service, in the presence of the enemy, tactical considerations such as favourable ground for defence in case of attack, concealment from ground and air observation, economy in outposts are the first points to be considered.
- (b) In peace, or when no hostile action is possible, the health and comfort of the troops are the matters of primary importance.
- (c) The site should be dry, on grass if possible, and protected from winds.
- (d) A gentle slope is an advantage, as it facilitates drainage. Steep slopes, however, make very uncomfortable camps.
- (e) Woods, with undergrowth, low-lying meadows, the bottom of narrow valleys, newly turned soil, should all be avoided. They are unhealthy, damp and generally unsuitable.
- (f) When there is any question of choice of soil, choose sand or gravel and avoid clay.

- (g) Ravines and dry water courses are dangerous sites, especially in tropical countries, as a sudden fall of rain may convert them into torrents.
 - (h) A good water supply is always essential.
 - (i) Facilities for obtaining shelter, grazing, fuel, local produce such as milk, vegetables, eggs, etc., forage and straw should be kept in mind.
 - (j) Road approaches to and within the camp area are most important. In mountain warfare it is frequently necessary to improve the approaches to, and exits from, camp sites. This may be both an administrative and tactical necessity. The fullest possible use should always be made of existing roads.
 - (k) Old camp sites, the vicinity of native villages or burying grounds should be avoided.
 - (l) Localities suitable for supply, Ordnance or R.E. store depots will be required for forces of any size, and these requirements must not be forgotten in selecting a camp site.
 - (m) Facilities for controlling traffic in the area must also be borne in mind in deciding on the site.
 - (n) Suitable parking ground for tanks and mechanical transport will have to be included in camp sites in future.
 - (o) Landing grounds for aeroplanes may in certain circumstances also have to be considered.
- (4) Laying out a Camp.
- (i) Having selected the site, the next point for consideration is the planning of the camp. The points which chiefly affect the plan of a camp are :—

- (a) The nature and position of the water supply.
- (b) The natural drainage slope of the ground.
- (c) The direction of the prevailing wind (especially in tropical countries).
- (d) The proximity or otherwise of public highways.

These four points affect primarily the siting of latrines, cookhouses and ablution benches, upon the positions of which the lay-out of the camp largely depends.

- (ii) When space is ample there is no object in crowding units unnecessarily. At the same time a large and straggling camp is difficult to keep clean, and wastes time for orderlies and others in the case of camps for the larger formations. In cramped camps the mud becomes a serious nuisance in the event of wet weather. A happy mean should be aimed at, and sufficient space left for unit parade grounds. The spaces required by the various natures of units are tabulated in the Field Service Pocket Book. These are absolutely minimum spaces. Under active service conditions it may be necessary to confine units within these limits, but whenever possible at least double these spaces should be allowed.
- (iii) Canteens, quartermasters' stores, forage sheds, stables and wagon lines to which wheeled traffic must have access, should, as far as possible, be near the roads.
- (iv) Messing and dining tents, where they exist, should be near the cookhouses which supply them to facilitate the service of hot meals.

(v) Latrines and ablution benches must not be too far from the men's tents, but they must be far enough away from cookhouses and the drinking water supply (80 to 100 yards). They must be sited, like horse lines and incinerators, with due regard to the drainage and direction of the prevailing wind.

(vi) Horse lines should not be placed in gullies which drain into the water supply, nor should they be sited so that the horses will have to cross main traffic routes in going to and from watering.

(vii) *Special Points for Native Troops.*

Slaughtering places for animals should not be near Hindu troops.

British troops should not be near native cooking or watering places.

Separate latrines must invariably be provided for native troops.

(5) Camp Spaces.

The minimum spaces required to be left in front of vehicles and the minimum intervals required between units and sub-units, tents, animals and vehicles are tabulated in the Field Service Pocket Book. The essential points to remember are that space must be left for roadways within the camp, and for the troops for alarm posts or parade grounds. The poles of bell tents should never be less than seven yards (twice the length of a tent pole) apart. This allows one yard between the outer pegs, and in muddy weather a larger space might well be allowed.

(6) Water Supply.

In standing camps, where water is laid on by pipe supply, the normal daily allowance is five gallons per man and ten gallons per horse for all purposes.

One gallon per man per day is sufficient for cooking and washing purposes.

Little difficulty arises in connection with water supply when a pipe system is available. When the supply comes from a stream, pond or wells, however, careful preparations will often be necessary to ensure the smooth working of watering arrangements and to prevent pollution of the existing supply. These preparations will include the selection of the point or points for drawing drinking water, for watering animals and for ablution purposes. If water is being drawn from a stream, these points will be in the order named as you move down stream. The various points should be marked by notice boards or coloured flags (white, drinking water; blue for animals; red for washing).

The first troops to reach the camp site should provide water police. Personnel for this purpose should always be included in advance parties, their primary duty being to prevent the pollution of the water supply, especially by mounted units watering their horses.

Arrangements may be necessary for filling water carts. It should be remembered that a full water cart is a heavy and awkward load. It should be kept on good hard ground whenever possible.

The erection of water troughs and the provision of pumps for filling them may often be possible.

The construction of a temporary bath out of tarpaulins or wagon covers for the use of the troops should always be undertaken whenever conditions admit.

Special washing places for mechanical transport vehicles may also be required.

Approaches to watering points will frequently require improvement and maintenance.

For forces of any size time tables will generally be necessary in accordance with which units may fill their water carts, water their horses and bathe their men.

Traffic control posts on the approaches to watering points will always be necessary in the case of formations of any appreciable size.

Good staff organization and control is most essential in all matters pertaining to the watering arrangements of any concentration of troops.

(7) R.E. Services.

On active service, such R.E. services as are necessary in connection with camps will be carried out in accordance with circumstances and the material available.

In peace, it must be remembered that all expenditure in connection with camps comes out of the money granted for training purposes, and all outlay on R.E. services must therefore be reduced to the minimum consistent with efficiency and the requirements of sound hygiene and good sanitation.

In peace time the R.E. services in connection with camps are confined to overground constructions or the actual laying of water pipe lines. Units are themselves responsible for the construction and maintenance of such items as grease pits, water soak-aways and surface drains.

The normal provision for standing camps in the way of R.E. construction is :—

1 30-foot double-sided ablution bench for every 200 men.

1 large water trough for every 200 horses.

1 large and 1 small cookhouse shelter per battalion or equivalent unit, or 2 small type cookhouse shelters per battery or equivalent unit.

Latrine seats for 5% of the unit's strength.

These may be taken as absolutely minimum requirements.

(8) Sanitation in Camps.

Latrines.—In standing camps properly constructed latrines with a bucket system are generally provided as an R.E. and barrack service. Separate latrines should

be constructed for officers, N.C.Os. and men. The minimum seating accommodation allowed is 10% of the strength for officers and 5% for N.C.Os. and men. This is a minimum requirement and should be considerably increased whenever possible. If a bucket system is not feasible, latrines should be dug 6 feet deep and have earth spread in them twice daily.

Incinerators.—The Horsfall or Meldrum incinerators are the best types for standing camps. Failing the provision of these, incinerators must be constructed by the troops. The actual type will depend upon the nature of the material available—stones, sods, bricks, etc. One or two large incinerators are better than several small ones.

Urine Tubs, or large empty biscuit tins should be provided in the lines for use at night to prevent soiling the ground.

Surface Drains.—The troops, not the Royal Engineers, are responsible for cutting any surface drains that are necessary, both for carrying off storm water and for surface drainage from ablution benches, etc. All surface drains should be cut quite straight and with due regard to the natural slope of the ground ; the sides of these drains should slope at 1/1.

Grease Traps and Water Soak-Aways should be constructed by the troops in connection with cookhouses and washing places.

(9) General Notes on Camps.

- (i) The scales of camp equipment allowed in various circumstances are given in Equipment Regulations, Part I, App. VII. Indents for equipment required are sent in to the chief ordnance officer of the area in which the camp is to be. A.F. G. 968 is used for indenting for camp equipment.
- (ii) In peace time great care should always be taken when pitching a camp to dress the tents carefully and to cover off from front

to rear. Marquees should as far as possible be grouped and dressed also.

Under war conditions, however, it may be advisable to erect camps in irregular shapes and sizes to assist in concealment and to prevent hostile air observers from estimating the strength of a force encamped. Camps may be required in war to simulate concentrations of troops to hostile air observers.

- (iii) Tents should never be packed for storage when they are wet.
- (iv) Care is necessary in laying out a peace-time camp for several units together to ensure that the sides make a true right angle with the front. If instruments are not available to mark out a right angle, a long rope may be used to make a triangle where sides are in the proportion $3 : 4 : 5$, these proportions being those of the sides of a right angled triangle.
- (v) When there is a prevailing wind, tent doors should normally face away from it, but this may not suit the lay-out of the camp or the shape of the available ground.
- (vi) In standing camps notice boards should always be prepared to mark the various offices, messes, supply depots, quartermasters' stores, latrines, etc., and a plan of the camp should be available in the commandant's office.

(10) Camps in Mountain or Bush Warfare.

The rules already mentioned are applicable generally to camps in mountain or bush warfare, but certain modifications become necessary, which may be summarized as follows :—

- (i) The camp should be enclosed by an all-round defensible perimeter, roughly rectangular

in shape, and so designed as to minimize the risk of the defenders firing into each other at night.

- (ii) A clear space of 5 to 10 yards wide should be left all round the inside of the perimeter, to allow of the troops falling in in the event of an alarm.
- (iii) Cross-roads should be kept clear throughout the length and breadth of the camp, and space should be allotted to units along these roads. The boundaries between units should not be at the corners of the perimeter.
- (iv) Non-combatant units are placed in the centre of the camp, covered by other units.
- (v) Latrines and cookhouses for use by day should be outside, those for night use inside the perimeter.
- (vi) Special work is often necessary in improving the exits from these camps, to prevent delays and traffic congestion.

(11) Administrative Instructions for Camps, Bivouacs and Billets.

Instructions of this nature, in so far as they are necessary should be drawn up on the same general system as those in force for operation or other orders, as given in Field Service Regulations, which should be read in this connection. The standing orders of any force will normally cover many points in connection with camps, bivouacs and billets regarding the rules for sanitation, bounds, discipline, routine duties, etc. Anything included in standing orders can be omitted from any special instructions which may be issued for the occupation of a new camp or area. There are, however, a number of points upon which commanders of units will require information immediately on arrival in a new camp or billeting area, and it should be the aim of administrative instructions to

give this information in as clear and concise a form as possible, and to have this information available on the arrival of units in their new area. In connection with the occupation of camps and billets the necessary information falls primarily under the following heads:

- (i) *Locality*, site of camp, bivouac or billet and its limits.
- (ii) *Water*, for drinking, watering horses and washing-place, and time for drawing, time table for units when necessary.
- (iii) *Supplies*, how, when and where obtained, if delivered by R.A.S.C. or to be drawn by units.
- (iv) *Traffic Control* personnel to be specially provided if necessary, position of posts, any special precautions.
- (v) *Duties*, detail of any special working parties or duties which may be required from units.

A common mistake in writing instructions of this nature is to say that certain things will be done and not detail someone to do it. If troughs are to be erected, or flags planted, or traffic control posts established, someone must be made responsible for carrying out the duty, or it will not get done.

CHAPTER IV

SUPPLY SERVICES, R.A.S.C.

SECTION 9.

Supplies in War (General).

(*Vide F.S.R. ; F.S.P.B. ; R.A.S.C. Training Manuals.*)

(1) For the purpose of maintaining the supply of food and forage to the troops in the field, a normal system has been evolved. It is this system which will now be explained. It must be understood, however, that the system is an elastic one and is capable of modification as may be necessary to meet special circumstances. Modifications may be rendered necessary, for example, when crossing devastated areas, by the use of tanks and aeroplanes, in bush or mountain warfare, etc., but such modifications are, generally speaking, only matters of detail; the normal system meets all normal requirements.

(2) The normal system is briefly as follows :—

- (a) Supplies and forage are sent by railway train from the base to railhead.
- (b) From railhead they are conveyed, in the lorries of the maintenance companies, to refilling points.
- (c) From refilling points they are conveyed in the lorries of the divisional R.A.S.C. Supply Companies to meeting points, where guides from units meet the supply lorries and guide them to unit transport lines or field kitchens.

- (d) From the unit transport lines or field kitchens they are distributed to the men under unit arrangements and by the unit's own transport.

When a force is moving, more or less continuously, railheads, refilling points and meeting points may be changed from day to day. When operations are in progress it may only be possible to fix these places at short notice. Consequently it is often necessary, especially in moving warfare, to interpolate regulating stations, rendezvous, or halting points, to which the various trains and columns can be directed, pending the fixing of their destinations, or the provision of guides to take them a further stage on their journey. This will be made clearer by the diagram which follows.

(3) Transport of Supplies.

A supply railway train, called a pack train, normally carries supplies for two divisions for one day.

Maintenance companies (heavy lorries) are provided on a scale of one per division or cavalry division in the field; others are provided for corps troops, army troops, etc.

These maintenance companies carry supplies, ammunition, stores, and mails for the formations they serve, and normally work between railheads and refilling points.

In each division the R.A.S.C. organization consists of a Headquarters, a Baggage Company, a Supply Company, and an Ammunition Company for the carriage of daily needs of the division; these three units are all equipped with light M.T. (30-cwt. lorries and vans).

The organization for the supply of cavalry divisions and for units included in corps troops or army troops is arranged on similar lines.

(4) Communication.

Communication is maintained from rear to front by orderlies mounted on horses, bicycles or motor-bicycles according to circumstances, each rearward echelon providing the orderly for the echelon next in advance.

(6) DIAGRAM ILLUSTRATING THE NORMAL SYSTEM OF SUPPLY OF
A DIVISION IN OPEN WARFARE.

Unit field kitchens and
transport lines.

Meeting points.

Halting points or advanced
halting points as may be
necessary.

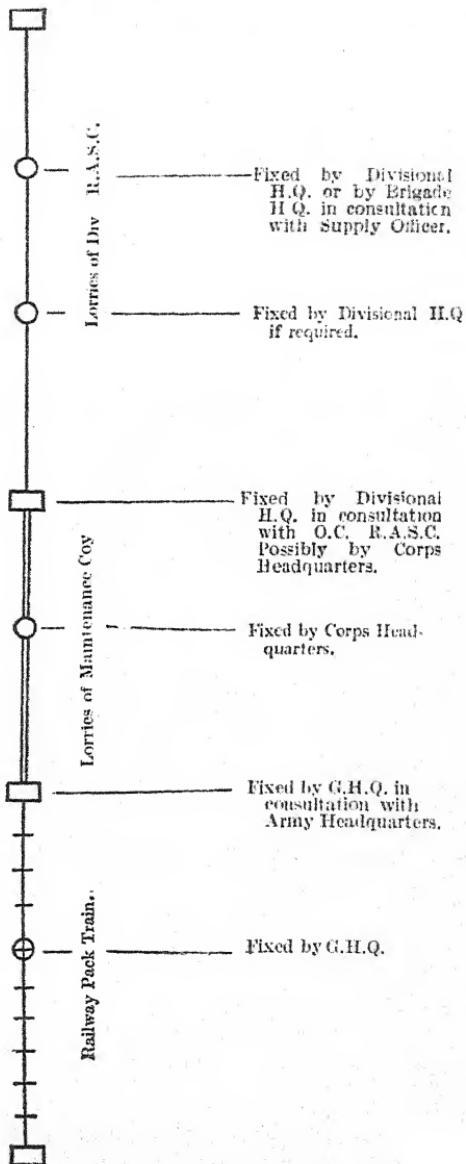
Refilling point or points.

Rendezvous (if necessary).

Railhead (supply).

Regulating station

Base supply depot.



(7) Supply Railheads.

In war railway facilities will have to be made use of as they exist, but they can often be improved as time, labour and materials can be made available. The chief essential for a supply railhead is that it should present facilities (sidings, yards, entrances, approaches, etc.) for rapidly unloading the bulk supplies from the trucks into the lorries of the maintenance companies, without blocking through railway traffic routes. (A supply pack train normally consists of some 38 trucks.) A railhead should, as far as possible, be protected from bombardment by guns or aeroplanes. The roads in the vicinity of a railhead should be suitable for the carriage of considerable traffic without liability to congestion.

(8) Rendezvous.

These are named by corps headquarters and are notified to divisions. Maintenance companies concerned are directed to these rendezvous from railheads by corps headquarters. Here they are met by representatives of divisions. The order of march of the lorries is then adjusted if necessary to conform to the positions of refilling points, and the lorries are guided thence to refilling point or points by the representatives of the divisions concerned. On arrival at refilling points the lorries are unloaded, the supplies are taken over by divisional R.A.S.C. personnel, and the lorries return to railhead ready to reload.

(9) Refilling points are selected by divisional headquarters staff in consultation with the O.C. R.A.S.C. or his representative. In certain circumstances, as when two divisions are working on one road, they may be fixed by corps headquarters.

There may be one refilling point for the whole division or several, say one for each brigade and one for divisional troops, according to circumstances.





The requirements of a refilling point are :—

- (i) They must not interfere with the movements of the fighting troops.
- (ii) They should be on a good traffic circuit for the lorries. Failing this, turning facilities for lorries will be necessary.
- (iii) There must be space at the side of the road on to which to unload the bulk supplies from the lorries.
- (iv) They should be as inconspicuous as possible from air observation.
- (v) Preferably they should not be selected on main traffic routes.
- (vi) A refilling point for a whole division requires approximately half a mile of road space.

At refilling points supplies are loaded, after the departure of the maintenance company, into the lorries of the supply company, the distribution by units being done at this point by the issuers who form part of the personnel of the supply company. The loaded lorries proceed from the refilling point to halting points, meeting points, or direct to unit transport lines, if their positions are then known, according to the orders received by the O.C. supply company.

(10) Meeting Points.

In moving warfare it is often impossible to say, at the time of refilling, where unit transport lines and cookers will be when supplies are delivered to them. The supply company is therefore marched to *halting points* where adjustments in the order of march are made if necessary in conformity with information received as to the distribution of units. From these points the various supply officers get in touch with the formations (brigades, etc.) for the supply of which they are responsible, and in consultation with them *meeting points* are fixed as soon as the situation admits. The supply officer then arranges for the

march of the supply lorries to this point by the time arranged and the formation staff arranges for guides from units to be at the meeting point at the same time. When possible meeting points are fixed by Divisional H.Q. and notified to Brigades and O.C. R.A.S.C. The representatives of units then take over their own supply lorries and guide them to the field kitchens or transport lines (*delivery point*), where the supplies are unloaded, the lorries subsequently rejoining their own company.

The transfer and distribution of supplies should take place on side roads, and never on roads used for the main forward and return movements.

The movement of baggage companies conforms to that of the supply companies or otherwise in accordance with the tactical situation and the orders received by the O.C. R.A.S.C.

(11) Indenting for Supplies.

An indent (A.B. 55) is made out daily by every unit (quartermaster), showing the actual strength existing on the day it is made out, after allowing for casualties and reinforcements officially notified.

Brigade supply officers normally receive these indents from units at the meeting points each evening, and they are handed to the senior supply officer at refilling points for rations to be drawn at railhead the following day, for delivery to refilling point the next day for consumption by units the day after that.

Thus A.B. 55 made out by unit on Sunday evening, reaches refilling point on Monday; supplies are drawn at railhead on Tuesday and delivered at refilling points on Wednesday and consumed by the troops on Thursday.

It will be seen therefore that the normal supply situation at any given time can be approximately stated, assuming that railway trains are running reasonably to time and that there is nothing abnormal in the tactical situation affecting supply arrangements.

*E.g., Normal supply situation 18.00 hours, September 1st,
open warfare.*

<i>On the man and horse ...</i>	Iron ration and unconsumed ration for September 1st.
<i>In unit cookers or transport...</i>	Probably empty.
<i>In lorries of supply com- pany ...</i>	Rations for consumption September 2nd. Lorries probably at ad- vanced halting point or <i>en route</i> to units.
<i>In divisional maintenance company</i>	Rations for consumption Septem- ber 3rd if not already dumped at Supply Refilling Point.
<i>In pack train on rail</i>	Rations for consumption September 4th <i>en route</i> for railhead.

NOTE.—In certain circumstances, when the distance from railhead to the point of delivery (*i.e.*, unit's regimental transport) is less than 25 miles it may be found possible to work with one supply echelon less. In this case the lorries of the supply company would load at railhead and convey supplies thence to units, or alternatively the supply company and maintenance company would work on the double echelon system, formerly in use in the case of cavalry divisions, on alternate days.

(12) Supply Problems in Warfare against an Uncivilized Enemy.

It has already been pointed out that the normal system of supply in the field is an elastic one, and admits of modification in accordance with the requirements of the varying conditions of war.

Warfare in undeveloped countries and against an uncivilized enemy is a type of campaigning which falls frequently to the lot of the British Army.

The chief characteristics of the countries in which such campaigns take place are:—A lack of railways and of roads fit for mechanical transport, or even of

roads which can be used by wheeled transport of any sort; a shortage of water, and of natural resources in the way of food supplies, coupled with climatic conditions of a very trying type.

In these circumstances the overcoming of the natural difficulties of the theatre of war often presents a more serious problem than the actual defeat of the enemy in battle; and the limitations imposed by these difficulties may in fact determine the size of the force which it is possible to employ.

In most countries fuel and water can be obtained in the area through which troops are passing, and sometimes certain quantities of fresh vegetables, hay and straw, grain and cattle may be found; when such is the case local resources are, of course, utilized as far as possible, but it is by no means uncommon to find that all these requirements as well as the normal food supplies must be forwarded to the troops or be carried with the columns on the line of march.

The normal supply system assumes a daily delivery of supplies to units from the rear, this may not always be possible in uncivilized countries. In this case the radius of action of the force will be limited by the amount of food actually carried with it, and the force in the field tends to become merely an escort for its own baggage, supplies and transport.

Although further developments are to be expected in mechanically-propelled vehicles capable of moving across all ordinary country, in roadless and mountainous districts or areas covered with thick bush, it will generally be found necessary to utilize the type of transport common to the country in question. The different means available will be organized into units suitable to the requirements of the force. Such transport may consist of pack mules, ponies, camels, yaks or donkeys; in other countries ox wagons, dog or reindeer sleighs, or porters may be used. Where rivers and lakes exist, inland water transport will

prove of great service and may be the only possible means of forwarding bulk supplies.

In mountainous or bush-covered country, it is often only possible to move by one road, and that may only be practicable for animals or carriers in single file. In these circumstances it is important to realize that there is a limit to the number of animals that it is possible to move over one road during the hours of daylight. This may necessitate breaking up a force into small compact columns moving in several lines, or on the same road at a day's interval.

In warfare in certain countries water may become an article of supply which has to be carried with the force, its transport is exceptionally difficult and a failure of the supply may be disastrous.

Certain difficulties have now been referred to in connection with supplies in war in undeveloped countries, but the overcoming of these difficulties is largely a matter of simple arithmetic. So long as ample provision is made for unforeseen circumstances, it becomes little more than a matter of calculation what quantities of supplies of all kinds will be required for a given force, for a fixed time, moving over a certain distance ; and from the bulk quantities required to be moved the amount of transport needed for the purpose can similarly be determined.

It is when the nature of the country necessitates the use of pack transport that the greatest difficulties arise, owing to the inordinate length of the supply columns, and that the animals composing them themselves eat so large a proportion of the load carried.

In these conditions the interdependence of strategy and the administration of supply is clearly indicated. These circumstances, too, give rise to the principle of holding back the bulk of a force pending the formation in advance of large supply dumps, these dumps being protected during their formation by the smallest force consistent with safety.

The Nile Expedition of 1884-85 and the recent campaigns in Mesopotamia afford excellent examples of the way in which difficulties of supply and transport may decide the plan of campaign and even the theatre of operations.

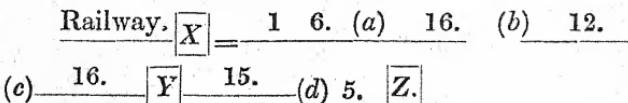
The following problem is intended as an illustration of the circumstances in which the points referred to above would be applicable :—

Let it be assumed that it has been decided to despatch a flying column to undertake punitive operations against a native tribe living in a group of villages about Z in a mountainous district, bordering on one of our frontiers.

The column is to start from the frontier station of X, which is the terminus of our railway, and where there is a supply depot. The distance from X to Z is 80 miles. From X to Y, on the route to Z, there is a road good enough for mechanical transport during the hours of daylight and the distance to Y is 60 miles. Beyond Y the nature of the country precludes the use of any but pack transport. The transport available for the force consists of sufficient M.T. to carry one day's supplies for the force, and sufficient pack animals to carry three days.

Problem.—Assuming orders are received at 4 p.m. on the 1st of the month for the despatch of the force, what, from a supply point of view, will be the earliest date upon which the main body of the column could start from X? Attack by the enemy before reaching Y need not be considered.

The problem might be solved as follows :—



The distance from X to Z might be divided into marches as shown in the diagram.

On 2nd of month, all available M.T. is used to convey a small dismounted covering force from X to Y,

together with supplies for consumption by this force on 2nd, 3rd and 4th.

On 3rd of month, M.T. returns to X.

On 4th of month, M.T. conveys seven days' food for the covering force from X to Y, returning empty to X on 5th.

On 6th of month, M.T. conveys one day's supplies for the whole force from X to Y, returning empty to X on 7th.

On 8th of month, main body marches from X to (a) carrying three days' supplies on pack, and one day's supplies are delivered at (a) by M.T. to replace those consumed on this day by the column, M.T. returning to X the same day.

On 9th of month, main body marches to (b) and again receives a day's supplies by M.T., and M.T. returns to X.

On 10th of month, main body marches to (c) and again receives a day's supplies by M.T., but M.T. must halt for the night at (c) and return to X the following day, i.e., 11th.

On 11th of month, main body joins covering force at Y, carrying two days' supplies for the whole force, and picking up one day's supplies dumped by M.T. on 6th.

On 12th, 13th, and 14th of month, force moves from Y to Z, and back to Y, carrying out the necessary punitive measures at Z, and consuming the three days supplies carried on pack with the column.

On 12th and again on 14th of month, M.T. conveys one day's supplies to Y, and dumps these, returning to X on 13th and 15th.

On 15th of month, column marches from Y to (c) carrying the two days' supplies dumped by M.T. on 12th and 14th, and consuming one of these day's supplies.

On 16th of month, column marches from (c) to (b). consuming the remaining day's supplies and picking

up at (b) supplies for consumption on 17th dumped on 15th by M.T., the M.T. returning same day to X.

On 17th of month, column marches from (b) to (a), and is again met by one day's supplies conveyed to (a) by M.T.

On 18th of month, the whole force will return to X.

Thus it will be seen that the earliest date for the main column to start from X will be the 8th, and this will necessitate M.T. doing a round trip of 64 miles on two days, a run of 60 miles on ten days, a round trip of 44 miles on two days, and of 32 miles on two days, a total mileage of 880 miles in 16 days. This, on what is probably not a good road, will be a severe strain and the supply situation will allow little if any margin for unforeseen contingencies.

SECTION 10.

Supply on the Battlefield.

(1) On the field of battle the fighting soldier must have all his needs brought up to him. He must not be required to turn his back on the enemy to go and fetch anything.

The soldier's requirements in battle are many—ammunition, food, water, tools, R.E. stores, ordnance stores, medical stores, and creature comforts such as cigarettes, to mention only a few of them.

The process of obtaining these requirements and conveying them to the individual soldier may be conveniently divided into two main parts :—

- (i) The general provision of supplies in bulk and their conveyance to certain predetermined places under arrangements made by the staffs of formations.
- (ii) The conveyance forward from these points, and their distribution to individuals, under unit arrangements.

With sound organization, training, experience and good staff work, the first of these is comparatively easy. The second part, however, often presents very considerable difficulties, calling for the exercise of much tact, determination, ability and commonsense.

(2) Unit Transport.

Unit transport consists of those animals and vehicles forming an integral part of the war establishment of the unit, and is allotted to it for the carriage of ammunition, stores and supplies of all kinds.

2nd Line Transport.—Behind the unit transport comes the 2nd line transport—that is, the R.A.S.C. vehicles allotted for the carriage of supplies, baggage, etc., for the particular unit.

3rd Line Transport.—The maintenance companies R.A.S.C. form the third link backwards, connecting formations with the railheads, through which all their requirements reach the troops.

In future, developments may be expected on the lines of supply by tanks and a further use of aeroplanes for the carriage of the soldier's requirements on the battlefield.

The supply of ammunition will be dealt with in a separate chapter. In this section the supply of the other needs of the fighting soldier will be considered with special reference to unit transport and the functions performed by it during active operations.

(3) Unit Transport—Division into Echelons.

The transport allotted to a unit in its war establishment is generally speaking adequate to meet all requirements in open warfare. This transport is partly connected with the actual business of fighting, such as the vehicles allotted for the carriage of ammunition, Lewis guns and tools; and partly with the conveyance of the more creature necessities of the men, such as

mess carts, travelling kitchens and water carts. During active operations the unit transport can conveniently be divided into two echelons, "A" Echelon consisting of the animals and vehicles essential for the immediate fighting efficiency of the unit, "B" Echelon of the remainder.

During active operations "A" Echelon transport will normally remain in unit control, under the immediate command of the unit transport officer, while the "B" Echelons are brigaded together under the control of the brigade commander, and under the immediate command of the brigade transport officer. In certain special circumstances when dealing with large forces on narrow fronts it is possible that it may be found advisable to brigade the "A" Echelons under brigade control, to concentrate the "B" Echelons under divisional control. In such circumstances the "B" Echelons would be moved, halted and accommodated under orders issued from divisional headquarters through the Q.M.G.'s branch of the staff.

To take the case of an infantry battalion, for the sake of example, the following is a suggested division of the unit transport into "A" and "B" Echelons for active operations :—

"A" Echelon (normally under battalion control)—

- 1 Maltese cart for medical equipment.
- 1 Water cart.
- 2 L.G.S. wagons for S.A.A. and A.A. Lewis guns.
- 3 L.G.S. wagons for Lewis guns and ammunition.
- 1 L.G.S. wagon for grenades and fireworks.
- 1 L.G.S. wagon for tools.
- 12 L.G.S. wagons for M.G. Company.
- 1 L.G.S. wagon for signalling stores.
- 6 Pack animals for S.A.A.

"B" Echelon (normally brigaded under brigade H.Q. control).

5 Travelling kitchens.

1 Water cart.

1 Mess cart.

7 Spare animals.

1 L.G.S. wagon for S.A.A. and A.A. Lewis guns.

(4) Communications.

Communication must be maintained by each echelon of transport, whatever its nature, by means of orderlies (on foot, bicycle or horse, according to circumstances), with the echelon next in front to which it normally delivers its supplies, whatever nature they may be.

(5) Protection.

The officer or N.C.O. in command of any echelon of transport is at all times responsible for the immediate protection of his command from attack by land or air. He must always take precautions to conceal his command as much as possible from air observation.

(6) Duties of Commanders of Echelons may be summarized as follows :—

- (i) To keep in touch with the general tactical situation at all times.
- (ii) To anticipate and meet all demands for supplies of any and every kind from the units and echelons he serves.
- (iii) To ensure the smooth working of his communications, *vide* para. (4) above.
- (iv) To study the country in which he is operating, both on the ground with maps and with aeroplane photographs if available, with a view to selecting lines of advance for transport conveying supplies of all natures, and with special reference to future supplies of water for men and animals.

- (v) To attend to the comfort, rest and care of the men, animals, harness and vehicles under his own immediate command.
- (vi) To collect and pass on to his subordinates the information which they will require for the efficient performance of their own duties.

E.g., To quartermaster situation of companies with reference detailed distribution of rations, etc.

(7) Suggested Distribution of Officers and N.C.Os. concerned in the Administrative Services of a Unit during Battle.

It is realized that opinions will differ on this question, and it would be inadvisable to attempt to lay down hard and fast rules. The following suggestion, applied to a battalion of infantry, has been found to work well. It is, of course, capable of considerable variation.

Brigade Transport Officer, in command of brigaded "B" Echelons in close touch with brigade H.Q.
Battalion Transport Officer, in command of "A" Echelon transport, in touch with battalion H.Q.
Quartermaster, with "B" Echelon of his battalion transport.

R.Q.M.S., with "A" Echelon of the battalion transport, forming a link between the quartermaster and the actual companies.

C.Q.M.S., with his company, but in close touch with "A" Echelon transport.

R.S.M. with battalion H.Q., but particularly concerned with the maintenance of ammunition supply to the companies in the firing line.

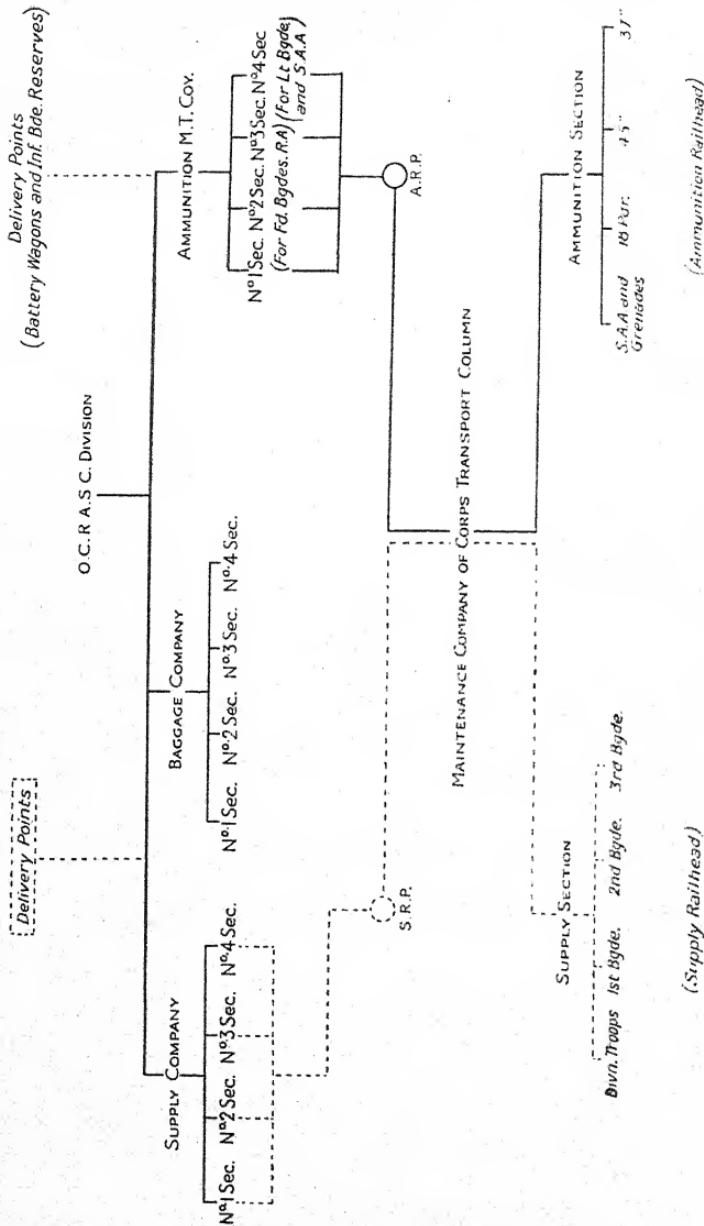
(8) The normal channel for the supply of the requirements of the troops during active operations, other than ammunition, is therefore as follows :—

Under corps, divisional and brigade arrangements to the meeting point. Thence to "B" Echelon transport

—thence to "A" Echelon transport, and from there to companies.

This normal system is capable of considerable variation to meet special conditions. A development of cross-country mechanical transport, and increased use of aeroplanes, elaboration of the water supply arrangements for the force, increased requirements resulting from the conditions of static warfare, will all call for modifications. The essential for success, however, in the actual detailed supply to the individual man is hard work and good co-operation between the transport officer and the quartermaster; when everyone else has issued orders, they are the two who will actually deliver the goods, be it boots, food, wire or cigarettes, to those who need them.

DIAGRAM TO ILLUSTRATE THE ORGANIZATION OF THE R.A.S.C. UNITS PROVIDED FOR THE TRANSPORT OF BAGGAGE, SUPPLIES, AND AMMUNITION BETWEEN RAILHEADS AND UNITS THEY SERVE.



H DIAGRAM TO ILLUSTRATE THE ORGANIZATION OF A CORPS TRANSPORT COLUMN.

2

A.D. S. and T.

Maintenance Coys. (one for each division in the Corps).	Corps Troops Maintenance Coy. (for transport of supplies and ammunition for non-divisional units in the Corps).	Reserve M.T. Coy. (heavy lorries).	Corps Troops Baggage Coy.	Corps Troops Supply Coy.	Advanced Vehicle Reception Depot.	Corps Troops Ammunition M.T. Coy. (light lorries).
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NOTES.

(a) *Maintenance Companies.*—These are 3rd line transport; they work normally between railheads and refuelling points. They are provided for the carriage of supplies, mails, ordnance stores, and ammunition. They are subdivided into supply sections and ammunition sections.

(b) *Corps Troops Ammunition M.T. Company.*—This unit is equipped with light lorries; it performs the same functions for non-divisional units (Army Field Artillery Brigades, Medium Artillery, etc.) as are performed by the Divisional Ammunition M.T. Companies in the case of units forming part of divisions.

(c) *Advanced Vehicle Reception Park.*—This unit is provided to facilitate the quick replacement of breakdowns.

(d) *Reserve M.T. Companies.*—Are allotted to Corps by Army Headquarters when necessary.

CHAPTER V

AMMUNITION SUPPLY.

SECTION 11.

Artillery Ammunition.

(*Vide Field Service Regulations ; Artillery Training ; Infantry Training.*)

(1) The Field Service Regulations lay considerable stress on the importance of the question of ammunition supply, and it is stated therein that a commander's power of manoeuvre is largely dependent on his ability to keep his troops supplied with ammunition. Careful arrangements for ammunition supply must therefore form part of every plan of operations, and early reconnaissance of the lines of ammunition supply and of ammunition refilling points is necessary.

It is essential that officers of all branches of the Service should understand the principles and the general system of ammunition supply, whether of artillery ammunition, S.A.A., or of explosives, grenades, etc., in order that they may appreciate the possibilities and limitations in their bearing on actual operations.

A general system of ammunition supply has been arrived at as the result of experience, and is fully described in the existing regulations. This system is sufficiently elastic to meet the varying conditions of modern warfare.

(2) The system consists in the maintenance of a definite establishment of rounds per gun, howitzer or rifle in a series of echelons.

(*Definition.* :—“ The Echelon Establishment of Ammunition ” is the authorized establishment carried on wheels in front of ammunition railhead, *i.e.*, in the ammunition lorries of the maintenance companies, in

divisional ammunition M.T. Companies, in battery wagons and gun limbers, in L.G.S. wagons, and on pack animals of cavalry and infantry units.)

Each echelon must constantly be aware of the position of, and be in communication with, the echelon next in front of it, so that the quantity and nature of ammunition wanted can be sent forward promptly to the points required, the fundamental principle of ammunition supply being that the ammunition must be passed systematically from rear to front to replace expenditure.

(3) Under certain conditions of warfare, the expenditure of ammunition may exceed establishments, and the possibility of the maintenance of the supply through echelons. Special measures such as the formation in advance of dumps of ammunition have then to be resorted to. The dumping of ammunition is merely an extension of the establishment system, rendered necessary by the particular nature of the operations in progress. This system requires to be kept within bounds or it is liable to result in serious loss and waste of ammunition, transport and man-power.

(4) The system of conveyance of ammunition from the base to the guns is similar in many respects to the system of conveyance of food supplies, dealt with in a previous chapter. In the case of food, requirements can be foreseen in advance within reasonable limits. In the case of ammunition, however, requirements may vary enormously from day to day. In "set piece" battles, however, definite calculations can generally be made in advance.

(5) Division of Responsibility in Connection with Ammunition Supply.

The artillery and general staffs of formations in consultation are responsible for deciding what quantity of ammunition will be required on a given date or for a given operation.

The quartermaster-general's branch of the staff is then responsible for the supply and delivery to the artillery or infantry brigade S.A.A. reserves.

To summarize the responsibilities of the Q.M.G.'s staff in connection with ammunition supply—"Q" is responsible :—

- (a) That units and formations are constantly in possession of their full establishment of ammunition.
- (b) That no unauthorized overdrawals are made.
- (c) That dumps which constitute divisional, corps or army reserves are maintained at the establishment ordered.
- (d) That ammunition returns are rendered as and when required.

"Q" has no responsibility connected with the manner in which the ammunition is used, once it has been issued to the artillery or infantry, beyond reporting expenditure and submitting returns.

To ensure continuity, to prevent waste and to facilitate traffic control, it is advisable that the control of ammunition should remain in the hands of the higher formations as long as possible.

(6) Limiting Factors in Connection with Ammunition Supply.

To a certain extent problems in connection with ammunition supply may be looked upon as problems of simple arithmetic. A certain amount of ammunition has to be transported from one point (railhead) to another point (the gun or rifle); a certain number of vehicles are available for the purpose; a limited number of men are available to handle the ammunition at various stages in transit; and generally a limited amount of time can be allowed for the purpose.

There is a definite limit to what horses can do in the work of hauling ammunition. Lorries require time for cleaning and overhaul, and their drivers must have food and rest. Roads also have a limit to the amount of transport they can carry without being completely worn out.

Finally the men at the guns, necessarily few in number, who have the duty of handling the individual shell, fuzing them, or setting time fuzes, in addition to fighting the guns themselves have a limit to their physical capacity. It is useless to deliver at the guns more ammunition than the gunners can handle. These are admittedly platitudes, but in practice they are apt to be overlooked, during operations, when the natural desire of everyone is to fire as much as possible at the enemy in support of their own infantry.

(7) Detail of System of Transport of Ammunition.

From the base ammunition depots all natures of ammunition are sent forward by railway train, via the *Regulating Station, to ammunition railhead (A.R.H.)*.

At the A.R.H. ammunition is taken over by the ammunition sections of the maintenance companies, and is conveyed by them to *Ammunition Refilling Points (A.R.P.)*.

At the A.R.P. the ammunition is taken over by the Divisional or Corps Troops ammunition M.T. companies, and is taken forward by them to the battery wagon lines or to the guns according to circumstances. This is the normal system, but in principle each echelon should run forward as far as possible, and the number of times the ammunition is handled should be reduced to a minimum ; thus, if tactical circumstances admit, a divisional ammunition M.T. Company could deliver ammunition to the gun line.

It is considered that, although it may often be possible to dispense with the Maintenance Company echelon for the carriage of food supplies, it will rarely be possible or advisable in the case of ammunition. To do so would seriously reduce the amount of ammunition on wheel in front of railhead, and this would reduce elasticity. Also, as smoke shell is carried in proportion throughout, the absence of this echelon would run the supply very low.

The diagrams which follow show some of the modifications. Further modifications occur also where light railways or tramways are in existence for ammunition supply purposes. In all cases, however, the principle is the same, namely—the maintenance of all echelons at their full establishment, by forwarding from the rear to the front, the one essential factor being the maintenance of good communication between echelons.

Where these communications consist of orderlies, as they normally will do in the forward echelons, the orderlies being on foot or mounted on horses, bicycles or motor-bicycles, according to circumstances, it must not be overlooked that these orderlies require training. For rapidly moving warfare they require very considerable training.

The responsibility for communication is from rear to front. Thus, the Ammunition Company R.A.S.C. must maintain communication with the artillery brigades and infantry brigade S.A.A. reserves for the supply of which it is responsible.

An ammunition company may be situated up to 10 or 12 miles in rear of the battery wagon lines and S.A.A. reserves to which it has to deliver ammunition which renders the maintenance of the essential communication difficult. In consequence, where an action is imminent, one or more forward ammunition points (F.A.P.), conveniently situated for communication and supply, will be established by the officer commanding the divisional ammunition company. An F.A.P. will normally be from two to five miles in rear of artillery wagon lines.

The F.A.P. is primarily a communication centre ; it is manned by artillery personnel (officers and motorcyclists) attached to the ammunition company it maintains communication with battery wagon lines on the one hand, and with the Ammunition Company R.A.S.C. on the other. It may be convenient to maintain a portion of the ammunition lorries of the Ammunition Company R.A.S.C. in the immediate vicinity of the F.A.P.

(8) Sorting Ammunition.

The varying requirements of modern warfare give rise to a demand for innumerable types of ammunition. There are different natures of shell, of fuzes and of propellants. The enormous requirements of modern warfare also cause manufacturing difficulties, producing slight differences in separate lots of ammunition, resulting in varying effects in firing. These factors make it necessary to sort ammunition, so that it may be delivered in suitable quantities of identical natures to the guns.

Sorting is a matter of time, space and labour, and whatever efforts to this end are made at the base, some mixing in transit is very difficult to avoid under the conditions of war and rapid supply. Further sorting is sure to be necessary at or in front of railhead. This sorting requires personnel possessed of a certain amount of technical knowledge.

If the supply is very rapid, it may be found impossible to carry out the sorting efficiently before the ammunition reaches the guns ; but it should be realized that if it is not done further back the labour and difficulties of the man at the gun are enormously increased, and to the responsibility of the battery commander, in giving efficient and close support to the infantry, is added no small burden.

When it is remembered that a maximum expenditure was reached in one day by the B.E.F. in France of

12,600 tons or the equivalent of 33 railway train loads of ammunition, it will be realized that sorting is a big problem.

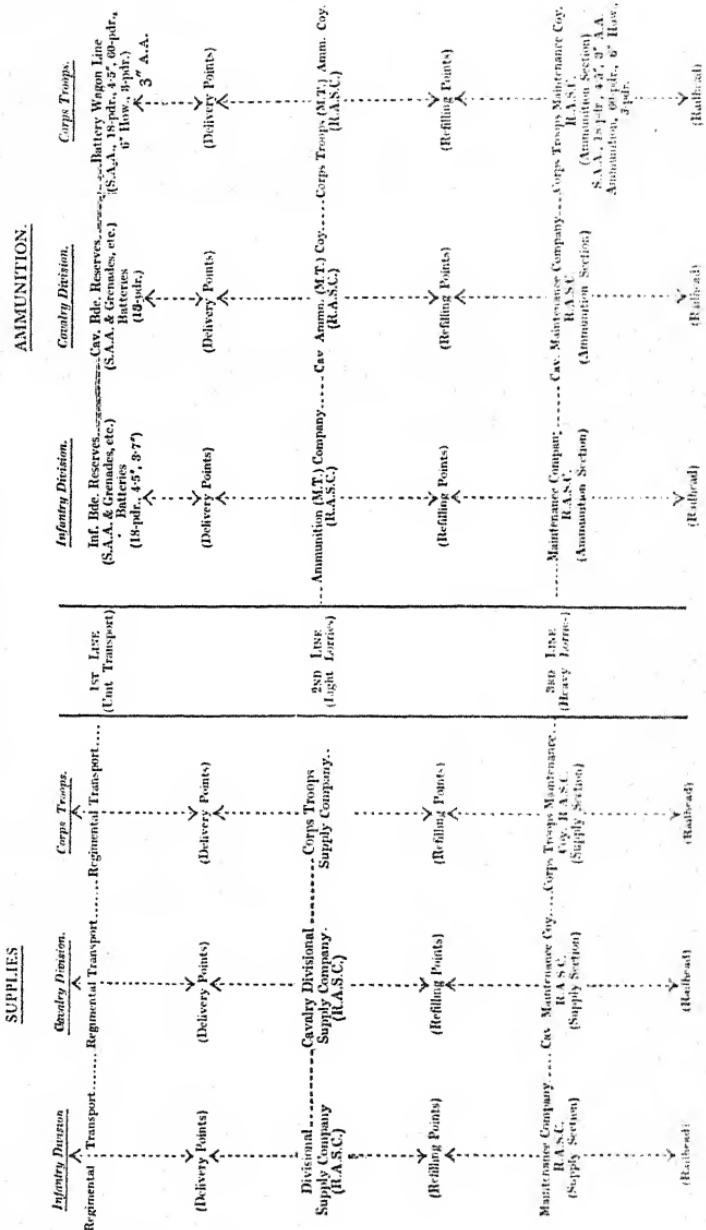
(9) Probable Future Developments.

The fact that we are living in a mechanical age points to an increased use of M.T. and some form of cross-country mechanically-propelled vehicle for purposes of ammunition supply in future.

The increased use of aircraft and vulnerability of horse-drawn formations to attack from the air point the same way. This fact alone is likely to necessitate an increased use of some form of tank traction to replace the horse for ammunition supply purposes.

(10) As regards expenditure, S.A.A., it is believed, has never caused any difficulty, but as our rate of artillery fire increases, so does a serious danger of shortage of gun ammunition arise. The total number of rounds per gun carried by field units is given in War Establishments for the different natures of guns and howitzers, but it must be remembered that the amounts of ammunition are distributed in three echelons, and considerable movement, often over narrow roads, is necessary to deliver these quantities at the guns. The increased number of machine guns now included in the establishment of infantry battalions will materially add to the problem of S.A.A. Supply in future.

DIAGRAM TO ILLUSTRATE THE NORMAL SYSTEM OF MAINTENANCE IN MOBILE OPERATIONS.



SECTION 12.
Supply of S.A.A.

(1) The principles and general system for the supply of S.A.A. to infantry are similar to those already explained in the previous section. That is, the maintenance of full echelons by the systematic forwarding of ammunition from rear to front; communication being continually maintained by each echelon with the echelon next in front to which it normally delivers its supplies of ammunition.

The preceding diagram illustrates the normal system for the conveyance of S.A.A. from railhead to the troops.

At the railhead the ammunition is loaded into the lorries of the divisional Maintenance Company, conveyed thence to the A.R.P. via rendezvous when such is necessary. At the A.R.P. the ammunition is handed over to the divisional ammunition M.T. Company and conveyed to meeting points where unit guides conduct the vehicles to the limbers of infantry battalions.

(3) In battle, the commander of an infantry brigade will normally find it desirable to form a reserve of S.A.A. for his brigade. He does this by withdrawing one or more limbered G.S. wagons from his battalions and grouping them together under his own hand. The orders for the movement of this reserve are normally issued through the staff captain at brigade headquarters.

When a reserve is formed in this manner, the S.A.A. section of the divisional ammunition M.T. Company serving the brigade will deliver ammunition to the brigade reserve, and the latter will deliver to battalions, the ammunition eventually reaching the men in the firing line on the company pack animals, or by hand according to circumstances. The battalion R.S.M. is generally responsible for co-ordinating the supply arrangements within the battalion, under the supervision of the adjutant or battalion transport officer, according to circumstances.

(4) When fighting is imminent it is generally advisable to march the S.A.A. sections of the divisional ammunition M.T. Company in rear of the fighting troops of the brigades they normally supply, and in front of "B" Echelon of brigaded regimental transport.

(5) When the distance from railhead admits it may be possible to load the S.A.A. lorries of the divisional ammunition M.T. Company at railhead and convey the ammunition thence direct to infantry brigade S.A.A. reserve, thus dispensing for the time being with the divisional M.T. company echelon, but this system will be the exception in mobile warfare.

(6) Communication between the Ammunition Company R.A.S.C. and Infantry Brigade S.A.A. reserves is maintained by R.A.S.C. motor-cyclist orderlies, included for the purpose in the establishment of the Ammunition Company.

CHAPTER VI

BARRACK SERVICES.

SECTION 13.

Responsibilities of the Unit Commander, the R.E. and R.A.S.C. with Regard to Barracks.

(Books of Reference :—King's Regulations ; Regulations for Engineer Services ; Regulations for Supply, Transport and Barrack Services.)

(1) The responsibility for the performance of duties in respect of barracks fall under three main headings :—

(a) *The Responsibility of the C.O. of the Unit in Occupation.*—The duties under this head are outlined in King's Regulations. The essential for success is constant inspection by the C.O. or an officer detailed by him, close co-operation with the officer i/c barracks, R.A.S.C., or his local representative, and good discipline and good interior economy in the unit.

(b) *The Responsibility of the D.O.R.E.* (Division Officer, Royal Engineers).—The duties under this head are outlined in Regulations for Engineer Services—Peace, Part I. Speaking generally the R.E. are concerned in the construction of buildings and in the maintenance of the structure and fixed internal fittings. Except in cases of minor matters, not involving questions of shortage of accommodation or custody of barrack equipment, the R.E. do not deal direct with the troops in matters pertaining to barracks, but through the R.A.S.C.

(c) *The Responsibility of the Officer in Charge of Barracks, R.A.S.C.*—The duties under this head are outlined in Regulations for Supply, Transport and Barrack Services, Section III. The duties include the custody of barracks when equipped for occupation, the handing over of barracks to troops and allotment of accommodation to units. The officer i/c barracks is responsible for the proper conduct of all duties in connection with the receipt, custody, issue and accounts of water, fuel and light, paillasse straw, disinfectants, cleaning articles, furniture and other stores required for the use of troops in occupation of barracks.

The respective positions of the D.O.R.E. and the officer i/c barracks in the performance of barrack services on behalf of the troops may be illustrated, by comparison with civilian practice, by saying that the D.O.R.E. holds the position corresponding to that of landlord, while the officer i/c barracks is the house agent and furniture dealer.

(2) **The Duties of the C.O. of a Unit in Further Detail.**

The King's Regulations hold a C.O. responsible for the care and sanitation of the barracks in occupation of his unit. All buildings, stores and bedding have to be inspected monthly, and indents submitted (A.F. F. 765) to replace all missing or damaged articles. Monthly inspections by the medical officer are also required by King's Regulations, and periodical inspections are made in addition under the orders of deputy directors of medical services.

All buildings in a barrack are "appropriated" for a definite purpose, such as barrack-rooms, offices, stores, stables, etc. Without special authority no alteration in the recognized appropriation is permissible. Special sanction is also required for any alteration to existing

buildings or their fittings. The temporary use of spare accommodation for purposes other than that for which it is normally intended may be sanctioned by the G.O.C. when no expense to the public is involved, or when, the purpose being one usually provided at the public cost, the expense is confined within certain prescribed limits.

The care, cleansing and upkeep of all sanitary appliances in the barracks is the special responsibility of the C.O. Duties in this connection are normally performed by the troops themselves, in so far as the drains, cisterns, tanks, etc., are accessible and where skilled labour is unnecessary. When the appliances are inaccessible or special skill is required in handling them, these duties are performed by the R.E.

The care and upkeep of all fire appliances and orders and the taking of all necessary precautions against fire are further responsibilities resting on the C.O. of a unit in occupation of barracks.

The C.O. is also responsible for the protection of exposed water pipes and cisterns from frost, and for the prevention of waste or excessive consumption of water, gas or electric current.

He should restrict the admission of strangers to barracks and exclude all persons not of respectable character.

(3) Details of R.E. Services in Connection with Barracks.

Tables are given in Regulations for Engineer Services, Peace, Part I, laying down the nature of the maintenance services in connection with barracks which must be performed by the troops in occupation of the barracks as distinct from those duties which are the responsibility of the R.E. Generally speaking, routine services in and about occupied barracks not requiring skilled labour are not engineer services but a duty of the troops.

The supply of fixtures is an engineer service, but the supply of furniture and movable fitments is not. The

repair of stores not supplied as an engineer service is not an engineer service.

Barracks are constructed and equipped, both as regards accommodation and fittings, upon a uniform standard, and tables indicating these standards are issued to R.E. officers concerned for their guidance. No alteration is permitted in the fittings of a building, once appropriated for a definite purpose, unless and until its re-appropriation for some other purpose has been approved by the proper authority.

Inventories of the various R.E. fittings and fixtures in each room in barracks are provided by the D.O.R.E., one copy being issued to the unit in occupation and one being retained by the R.E. In the case of misuse or damage due either to wilfulness or neglect, the cost of repair is chargeable to the unit in whose custody the building is for the time being. It is the duty of the D.O.R.E. to say whether or not an injury is or is not wilful or due to neglect. The C.O. of the unit concerned has the right of appeal against this decision to the G.O. i/c Administration.

In the case of light and water supply services in barracks, the R.E. provide the fixtures by which the troops obtain their light and water, but the R.A.S.C. are responsible for their use and for seeing that supplies are not wasted.

In so far as the troops are concerned maintenance repairs in barracks fall under five headings :—

1. Urgent repairs.
2. Ordinary current repairs of minor importance.
3. Larger repairs or renewals.
4. Periodical services.
5. Repairs of wilful damage or those caused by carelessness.

Urgent Repairs, such as escapes of gas or water, or repairs the postponement of which would cause serious inconvenience to the occupants or damage to public

property, are notified at once to the D.O.R.E. on "Urgent Requisition for Repairs" A.F. K. 1306.

Ordinary Repairs are brought to notice monthly, by the C.O. sending to the D.O.R.E. a "Requisition for Repair" A.F. K. 1308.

Larger Repairs and renewals are noted quarterly at the inspections then made by the D.O.R.E.

Periodical Services, such as external and internal painting, lime washing, etc., are carried out when necessary, being noted at the time of the R.E. quarterly inspection.

Such services as limewashing of interiors of barrack-rooms will normally be carried out, when required, by the troops in occupation of the barracks, the necessary materials being provided by the D.O.R.E. on requisition (A.F. O. 1778) when he is satisfied that the work is necessary.

(4) Details of Services Rendered by Officer i/c Barracks, R.A.S.C.

When barracks are ready for occupation they are taken over from the R.E. by the officer i/c barracks, R.A.S.C. This officer then equips the various barrack-rooms, buildings, etc., with the necessary furniture and stores, according to schedules in his possession and in conformity with the "appropriation" of the various rooms and buildings. He then hands over the equipped building to the unit which is to occupy the barracks, providing the unit with signed inventories of all the furniture and stores provided for use in the various rooms, and the necessary bedding and crockery, these latter being entered and signed for in the bedding book. The scales of accommodation permissible in the varying circumstances are laid down in King's Regulations.

On change of occupant the handing over of barrack accommodation, fittings, fixtures, furniture and stores is carried out simultaneously by the R.E., R.A.S.C.,

and the representatives of the outgoing and incoming unit.

Officers i/c barracks maintain a record (on A.F. K. 1251) giving all necessary information regarding any barrack in their charge and showing the nature of the accommodation provided and the manner of its occupation.

The maintenance of soldiers' gardens, garrison libraries, the sweeping of chimneys, water supply, sanitary services, fuel and light services are all matters which are dealt with by the officer i/c barracks, R.A.S.C. in conjunction with the C.O. of the unit in occupation of the barracks.

When buildings are required by the R.E. for alteration or structural repair, they are first handed over by the troops in occupation to the officer i/c barracks, he then arranges for the removal of barrack equipment from the building and then hands it over to the R.E. until such time as the necessary alterations or repairs are satisfactorily completed.

The officer i/c barracks holds an annual inspection of barracks in occupation of the troops, when all inventories are checked, and such other inspections as may be considered necessary.

SECTION 14.

Taking Over and Handing Over Barracks.

(Books of Reference—King's Regulations ; Regulations for Supply, Transport and Barrack Services ; Regulations for Engineer Services, Peace, Part I ; Allowance Regulations ; Mobilization Regulations ; Clothing Regulations ; Equipment Regulations.)

(1) On change of station or barracks, the outgoing unit hands over the barracks of which they have been in occupation, and the barracks are then taken over by the representative of the incoming unit. In practice the inspections by the representatives of the D.O.R.E.,

the officer i/c barracks, R.A.S.C., the outgoing and incoming unit are carried out simultaneously. When mobilization equipment has to be handed over, a representative of the R.A.O.C. should also be present in this connection.

(2) An advance party of the incoming unit should precede the unit to take over, and a similar party should be left behind by the outgoing unit for handing over. The necessary arrangements for accommodation and rations for these parties are made in advance by units concerned.

The following is suggested as a suitable composition of an advance party for the purpose of taking over :—

Officer in command (not below rank of captain).

Quartermaster of unit, or his representative.

Pioneer-sergeant, or his representative.

Representative of officers' mess.

Representative of sergeants' mess.

Representative of regimental institute committee,

Representatives of sub-units (squadrons, batteries, companies, band and drums, H.Q. Wing, etc.).

Transport representative.

Batmen of officers included above.

Two cooks, one storeman and one general duty man.

(3) The following is suggested as a suitable procedure for taking over barracks. The attendance of D.O.R.E., officer i/c barracks, or their representatives, and the ordnance representative (if necessary) having been arranged for, the inspection might be carried out as follows :—

(a) The quartermaster goes round with the officer i/c barracks and the representative of outgoing unit and checks all barrack furniture and utensils by comparison with inventories for each room. All damages or deficiencies are noted in A.B. 275.

The bedding, plates and basins are also checked by comparison with the bedding book.

- (b) The pioneer-sergeant goes round with the R.E. representative and representative of outgoing unit and checks all buildings and R.E. fittings and fixtures and R.E. inventory boards, damages and deficiencies being noted in A.B. 275 as in (a) above.

All inventory boards will be initialed and dated by the officer i/c of the party. Lists of articles damaged, deficient or in need of changing will be signed by the R.E. or barrack representative as the case may be, and by both the representatives of outgoing and incoming units. As each room or building is checked, it will be locked, and the key handed over to the representative of the incoming unit.

- (c) During the checking of officers' and sergeants' messes, institutes, stables, etc., the various representatives of these sub-units or institutions will be present and take over simultaneously on behalf of those whom they represent within the unit, A.B. 60 and 60A. being very carefully compared with actual stocks in the case of officers' and sergeants' messes.

- (d) If mobilization equipment has to be taken over, this will be checked by quartermasters concerned, or their representatives in the presence of the ordnance representative.

- (e) The stock of fuel in the coal yards will be checked by measurement in the presence of the barrack officer's representative.

Fire appliances and orders will similarly be checked, signatures being obtained in all cases from both outgoing and incoming unit.

- (f) Clothing and necessaries and regimental transport will then be taken over in accordance with Clothing Regulations and Equipment Regulations.
- (g) The officer in charge of the advance party will then prepare the marching-in certificate (A.F. G. 1062) in duplicate ready for his C.O.'s signature on arrival.

(4) The process of taking over barracks having been completed, the officer in charge of the advance party will arrange for himself or the quartermaster to ascertain :—

- (a) The position of all stop-cocks, mains, meters and other appliances in connection with the water and light facilities.
- (b) The extent and nature of all sanitary appliances.

The O.C. advance party will also :—

- (i) Ascertain the position of the various military offices at the new station (H.Q., hospital, barrack office, R.E. office, supply and ordnance, etc.).
- (ii) Take over the mobilization scheme (if any).
- (iii) Obtain copies of local standing orders, fire orders, etc.
- (iv) Arrange with transport officer, R.A.S.C., for the necessary additional transport to meet his unit on arrival, and for guides, if necessary, to meet unit.

The Quartermaster will further arrange :—

- (i) To allot quarters to officers, other ranks and families.

- (ii) Ensure that water, gas or other light is turned on.
 - (iii) Issue coal to messes, quarters and cookhouse.
 - (iv) Indent for necessary rations and forage, and arrange for a hot meal on arrival of unit.
 - (v) Arrange for fires for airing rooms if necessary.
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SECTION 15.

Miscellaneous Barrack Questions : Re-appropriations—Fuel and Light.

(Books of Reference—King's Regulations ; Regulations for R.E. Services, Peace, Part I ; Regulations for Supply, Transport and Barrack Services ; Regulations for Allowances.)

(1) Re-appropriations.

As already explained, every existing building in barracks is "appropriated" to some particular purpose recorded in the accommodation record (A.F. K. 1251) kept by the officer i/c barracks, R.A.S.C.

It is the duty of a C.O., or the head of a service or department, to bring to notice any "re-appropriation" which, in his opinion, would lead to economy and be of advantage to the Service.

It is obviously undesirable that the accommodation in any barracks should be permanently reduced without due consideration, even though at some particular time it might be more than sufficient. Re-appropriations affecting quarters therefore require reference to the War Office. Minor re-appropriations, not affecting quarters, or mobilization storage facilities, and the cost of which is within certain limits, can be approved by the G.O.C.

Until re-appropriations have been sanctioned by the competent authority, no alteration of existing buildings or their fixtures may be undertaken by the R.E.

Proposals for re-appropriations are made out and submitted in duplicate on A.F. K. 1318 ; they are

forwarded through the officer i/c barracks, R.A.S.C. The form is prepared with spaces upon which all necessary particulars can be recorded. Plans and estimates of cost, when required, are prepared by the R.E. When necessary a board of officers is assembled to consider these proposals. The composition of such a board is laid down in the King's Regulations.

Temporary "mis-appropriations" not involving any permanent reduction of accommodation or expense to the State, such, for example, as to enable an empty barrack-room to be used temporarily for storage of surplus barrack furniture, can be arranged by the officer i/c barracks without reference to superior authority.

(2) Fuel and Light Questions.

The rules and regulations regarding fuel and light are contained in the Allowance Regulations and in the Regulations for Supply, Transport and Barrack Services. These regulations will repay careful study, especially those contained in the Regulations for Allowances. Many units find difficulty in making their allowance of fuel meet their requirements, and this is often due, in part at any rate, to a lack of understanding of the allowances and a failure to claim the full amounts to which they are entitled by regulations.

With reasonable economy, prevention of waste and care in claiming the full entitlement, no unit of the size of a battalion of infantry should have difficulty in making their allowance meet their requirements. In the case, however, of small units quartered alone, such as batteries of artillery, field companies R.E. or R.A.S.C. companies, the greatest possible care is necessary to prevent overdrawals as the allowance is barely sufficient for normal requirements.

Fuel is accounted for on a running account (A.F. F. 727). This account, if it is one in which soldiers' barrack allowances are included, is only closed when the

unit proceeds overseas or changes its command overseas. With these exceptions credit balances are carried forward from year to year, but overdrawals are paid for annually at the close of the fuel year (May 31st). Balances, whether debit or credit, are transferred with a unit on change of station at home, a transfer fuel voucher (A.F. F. 742) being used for this purpose.

Fuel is claimed as a personal allowance for individual officers and soldiers of all ranks. It is claimed for cooking, warming and for the heating of offices or airing of stores, for guards, etc. The rates allowed for various services and the manner of claiming and accounting for them are contained in the Allowance Regulations.

Officers i/c barracks are responsible for deliveries of fuel and that these are made in accordance with regulations, also that the quantities and qualities of coal supplied by contractors are in accordance with the terms of the contract.

Coal yards should be marked and boards maintained to indicate the quantity of coal in a yard. Where this has not been done, the quantity can be ascertained by measurement. The average measurement of a ton coal—

if screened and recently stacked					
is	42 cubic feet
after being stacked for six months		41 cubic feet
unscreened coal, or coal twelve months in stack			40 cubic feet

Stocks have to be verified by the officer i/c barracks at the end of the fuel year (May 31st), at the end of the financial year (March 31st), and in the event of the unit in occupation of the barracks being changed.

The number of fuel units (1,000 cubic feet of space) which may be claimed in respect of such accessories as offices, workshops, libraries, schools, etc., where such

is allowed, should be painted up in the room in question. Where this has not been done, the necessary information can be obtained from the list kept by the officer i/c barracks of the station.

Coal for any unit having been claimed on the running account (A.F. F. 727) in accordance with the entitlements given in the Allowance Regulations, its consumption within the unit is at the discretion of the C.O., savings from one source being utilized to meet other requirements if necessary.

CHAPTER VII

R.A.M.C. SERVICES.

SECTION 16.

Organization and System of Dealing with Sick and Wounded in Peace and War.

(Books of Reference—Regulations for Army Medical Services ; Field Service Regulations.)

(1) General Organization and Administration.

The Army Medical Service is divided into two main branches :—

- (a) The Army Medical Staff, consisting of officers above the rank of lieutenant-colonel, who carry out primarily the administrative work of the Army Medical Service.
- (b) The Royal Army Medical Corps, consisting of regimental R.A.M.C. officers, W.Os., N.C.Os. and men who carry out the executive work.

The Army Medical Service is controlled from the War Office by the Director-General of the Army Medical Service, working with the Adjutant-General's branch of the War Office. The Director-General is assisted by deputy and assistant directors for the various branches, such as hygiene and pathology.

At the headquarters in commands and areas at home, there are various grades of deputy directors and assistant directors for medical services and for hygiene and pathology. A similar organization is in force in India and in the various commands abroad.

Apart from the administrative officers of the Army Medical Service, there are R.A.M.C. officers in charge of military hospitals with other officers doing duty under them at those hospitals. Other officers are in

medical charge of the troops in the various stations and barracks, and other officers again are in sanitary charge of the areas occupied by the troops.

To assist in the special technical work of the Army Medical Service there are also certain advisory boards at the War Office, namely :—

The Army Medical Advisory Board.

The Army Hygiene Advisory Board.

The Army Pathology Advisory Board.

(2) The personnel of the R.A.M.C. on enlistment are given their primary military training at the depot, and are then posted to the various R.A.M.C. companies. The headquarters of these companies are permanently stationed at large military hospitals, or at headquarters of commands, areas, etc., smaller hospitals and out-lying stations being staffed by detachments from the parent companies as required.

The Army Dental Corps forms a further branch of the Army Medical Service.

(3) Duties of the Army Medical Service.

These duties fall into two main categories :—

(a) The prevention of disease.

(b) The curing of the sick and wounded.

In war the duties may be further sub-divided under four heads :—

(a) The preservation of the health of the troops.

(b) The professional care of the sick and wounded.

(c) The replenishment of medical and surgical equipment.

(d) The collection and evacuation of the sick and wounded from the theatre of operations.

With regard to the duty of preventing disease and the preservation of the health of the troops, the medical officer is primarily in the position of advisor to the C.O. It is the function of the medical officer to give advice on preventive measures and measures calculated to

maintain the health of the troops. The responsibility for giving effect to this advice and the execution of the measures recommended rests with the C.O.

(4) System of Dealing with the Sick in Peace.

When a soldier requires medical treatment in peace he is first seen by the medical officer in charge of his unit. This officer either gives him the necessary treatment and returns him to duty, or sends him into the nearest military hospital if his case requires hospital treatment. The soldier is discharged from the hospital when cured and rejoins his unit.

(5) The Collection and Evacuation of Sick and Wounded in War.

To enable satisfactory arrangements to be made under this head, it is necessary to have some idea as to the numbers and natures of cases that will probably have to be dealt with. By the study of statistics the following figures have been arrived at :—

Probable number of daily sick ... 0·3% of force daily.

Probable number of wounded in action 5 to 20% of all the troops involved in the action.

Of the wounded—

40% will probably be able to walk.

35% will require sitting transport.

25% will require transport lying down.

The probable ratio of killed to wounded is 1 to 4 on an average. Based on the above figures administrative medical officers make the necessary arrangements for the collection and evacuation of the sick and wounded, in conjunction with the staffs of the formations to which they are appointed.

The chain of evacuation of sick and wounded may theoretically be divided into three zones :—

- (a) The Collecting Zone—containing the regimental medical establishments, field ambulances and motor ambulance convoys.
- (b) The Evacuating Zone—containing casualty clearing stations, rest stations, ambulance trains and ambulance barges.
- (c) The Distributing Zone—containing general hospitals, convalescent depots and camps and hospital ships.

(6) **Regimental Medical Establishments** consist of an R.A.M.C. officer and certain other ranks of the unit for water duties, and regimental stretcher-bearers who are fighting men of the unit not carrying arms and wearing an "S.B." armlet.

For collection and evacuation of wounded the responsibility of the regimental medical establishment embraces the actual fighting ground as far back as the regimental aid post (R.A.P.). Their duties are to collect the wounded, bring them to the R.A.P., give the necessary first-aid, and hand over the casualties to the personnel of the Field Ambulance.

(7) **The Field Ambulances** are divisional troops under the command of the A.D.M.S. of the division. There are three field ambulances in each infantry division and three in a cavalry division. Each field ambulance consists of a headquarters, which forms a main dressing station, and two companies which can each form an advanced dressing station. There are eight motor ambulances with the headquarters of the field ambulances, and two-horse ambulances with each company.

In action field ambulances are used to form dressing stations, one or more advanced dressing stations being opened as circumstances require. In moving operations the field ambulances will move in bounds, one being open as a dressing station while another is

moving to a new position in accordance with the movements of the fighting troops ; advanced dressing stations being from one to two miles from the fighting line and main dressing stations from five to six miles.

In action the bearer personnel of the field ambulances collect the wounded from the R.A.P.s. and bring them to the dressing station, where they are looked after until they are handed over to the motor ambulances for conveyance to the main dressing station or to the casualty clearing station (C.C.S.).

(8) **Walking Wounded Collecting Stations** are well defined and conveniently situated positions, to which walking wounded can be directed and where they can receive some simple attention before being sent back to dressing stations or before rejoining their units after attention in the case of slightly wounded men.

(9) **Motor Ambulance Convoys.**—One motor ambulance convoy in three sections each of 25 cars is mobilized for each corps in the expeditionary force. The duties of these convoys are to convey the sick and wounded from the field ambulances (dressing stations) to the casualty clearing stations (C.C.S.) and from the C.C.S. to the ambulance trains or barges.

(10) **Casualty Clearing Stations** are mobilized at the rate of one per division of the expeditionary force. Their duties are to take over the sick and wounded brought in from the field ambulances or units in the neighbourhood, to treat them, and then either evacuate them to the line of communications or transfer them to rest stations, or return them to their units according to circumstances.

For convenience casualty clearing stations will often be established in the vicinity of ambulance railheads, but they should not be located in the immediate vicinity of a railhead as they are then liable to be bombed on account of their proximity to the railway.

(11) **Ambulance Trains** are line of communication units, mobilized at the rate of one for each division of the expeditionary force. They are fully equipped as moving hospitals, capable of carrying from 300 to 450 patients. Their duty is to transport casualties from the army areas to the base.

(12) **General Hospitals** are established for the reception and treatment of the more serious cases. They are located on the line of communication, at or near the advanced base and at the base. They are normally mobilized at the rate of two per division.

(13) **Hospital Ships and Hospital Carriers** may be fitted to carry from 300 to 4,000 patients. They are under the Geneva Convention and cannot be used to carry troops other than sick and wounded and hospital personnel.

Ambulance Transports are not under the Geneva Convention. They may carry troops as well as sick and wounded, but they are, of course, liable to attack in consequence.

(14) The collection and evacuation of casualties with cavalry units and formations presents certain special features. There are no stretcher-bearers included in the regimental medical establishments of cavalry units. The regimental medical officer arranges, according to circumstances, to collect casualties as far as possible at various collecting posts, where they are picked up by the cavalry field ambulances and evacuated to the casualty clearing stations.

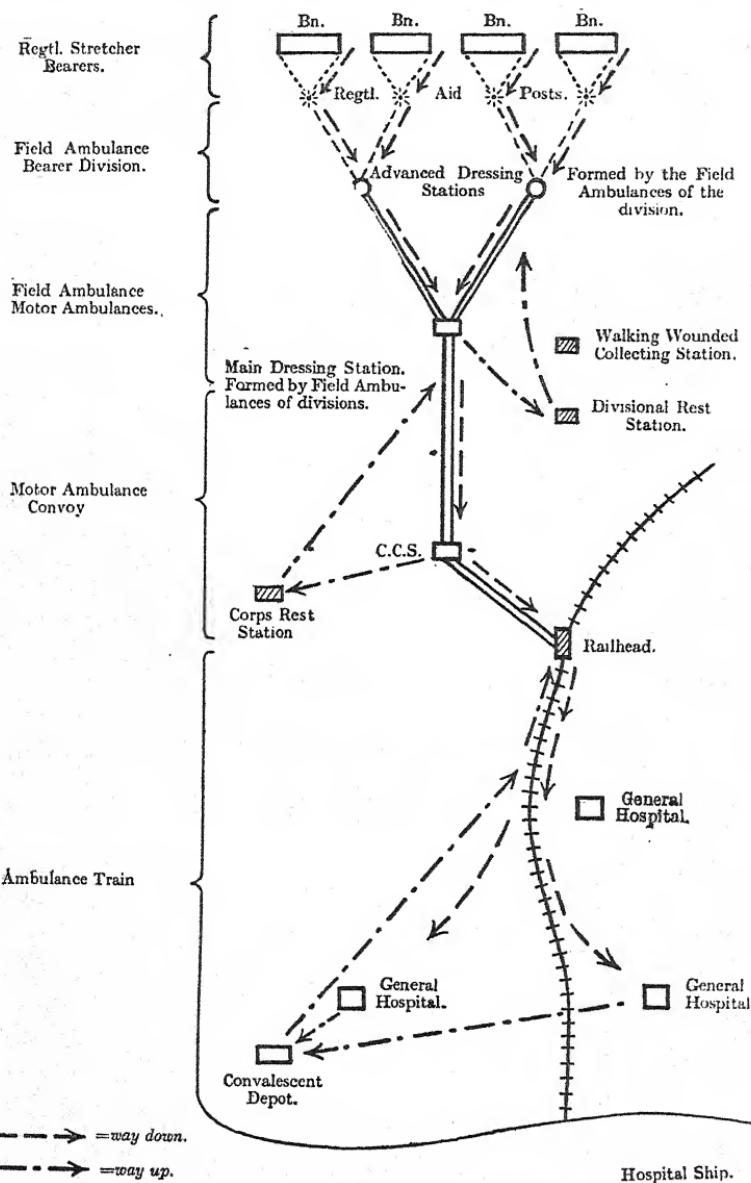
(15) For the handling of convalescents, the care of men in need of short rest and the re-conditioning of men who have been sick or wounded, convalescent depots and rest stations are established by formations as circumstances make it necessary or possible. Such establishments form a valuable link in the chain for returning casualties to their units after discharge from hospital.

(16) The following diagram illustrates the normal system for the evacuation of casualties in the field :—

Diagram 4.

UNIT RESPONSIBLE.

CHAIN OF EVACUATION AND RETURN (WAR).



SECTION 17.

Sanitation and Hygiene in Barracks and Camp.

(Books of Reference:—Field Service Regulations ; King's Regulations ; Manual of Military Hygiene.)

(1) The primary object of the study and application of the principles of hygiene to the army is the maintenance of military efficiency. Both in peace and war the reduction of sick wastage is of the utmost importance, and a knowledge of the science of hygiene and the application of sound sanitary measures are the chief means of reducing it.

Definitions :—

Hygiene is the science dealing with all that may be done to advance the physical and mental welfare of mankind.

Sanitation is the art of putting into execution the sum total of practical measures based upon the principles of hygiene.

Conservancy deals with the removal and disposal of waste products.

In all questions of hygiene, sanitation and conservancy, medical officers are the technical advisers of the C.O.s. of the troops with whom they are serving. It is the C.O. who has the responsibility of giving effect to that advice.

(2) An army in the field is peculiarly liable to attacks from certain natures of disease due to the unavoidable conditions of active service, but these diseases can be very largely prevented, if not entirely checked, by careful attention to hygiene and sanitation. All officers are therefore required to have knowledge of the main principles and to understand the methods of their application to the needs of the army.

The British Army in peace, too, is required to serve in various countries and in different climates. This brings the soldier into contact with diseases to which

he might not normally be exposed as a civilian. It is the study of hygiene and sound sanitation which will protect him from these diseases. The maintenance of the army in the highest possible state of efficiency and health demands the co-operation of all ranks in assisting the C.O.s. of their units to carry out their duties in maintaining sanitary discipline, and the observance of all orders and instructions in this connection.

(3) Factors Essential for a Healthy Army.

The chief of these are :—

- (i) Careful selection of recruits.
- (ii) The maintenance of a satisfactory environment for the soldier.
- (iii) The control of infectious diseases.

To take these in turn and to consider a few points in connection with each, other than purely technical medical questions, will, it is hoped, be of assistance in a study of these questions.

(4) Selection of Recruits.

Unfortunately a very large proportion of the civilian population from which army recruits are drawn is of most unsatisfactory physique, and very large numbers of those presenting themselves for enlistment have to be rejected for this reason. In so far as the requirements of recruiting admit, the physical standard is kept as high as possible. The duties required of a soldier on service cannot be satisfactorily performed by men who have not got a sufficiently high physical standard. Height, weight, chest measurement, eyesight and hearing are all points requiring attention, and the maintenance of a sufficiently high standard, in addition to the question of actual freedom from disease. These points are attended to in the first instance by the recruiting officers and by medical officers specially employed in connection with recruiting duties.

Recruits generally develop very considerably during the actual process of their recruit training, and it is most necessary during this training that this development should be carefully watched to ensure that work done and feeding may conform to physical development.

(5) The Maintenance of a Satisfactory Environment.

All possible care having been taken to select only suitable men, from a physical point of view, and to develop their physique and mental capacity particularly during recruit training, the next point to ensure is that the soldier shall pass his time in the army in a satisfactory environment.

This includes a large variety of considerations, some of which are enumerated here, but fuller details can be obtained by a study of the "Manual of Military Hygiene." Environment includes :—

(a) *The Soldier's Accommodation.*—Whether in barracks, camp or billets, this must be sufficient, overcrowding should be prevented, quarters should be well ventilated and sufficiently lit, and adequate arrangements are necessary for warming. In hot climates protection is also required against excessive heat. Dampness should be guarded against, especially in casemented barracks. In all these essentials schools, recreation rooms and married quarters must be remembered.

(b) *The Soldier's Food* must be sufficient, having due regard to the work he is doing. Its quality, cooking, variety and method of service require constant attention (*vide* Section on the Soldier's Messing in Chapter II). The proficiency, health and cleanliness of the cooks, washing up facilities, protection of stocks in store from con-

tamination and flies, provision of utensils and cleaning apparatus and their use, all require frequent inspection and continual supervision.

- (c) *The Soldier's Water Supply*, its nature, source and sufficiency, the method of storage, and freedom from contamination are the points of primary importance. Mineral waters and their manufacture must be supervised as well, both as regards their condition, source and manufacture, the cleanliness of those employed in their manufacture, and the sterilization of bottles and corks.
- (d) *The Soldier's Clothing*.—The chief points in this connection are its suitability with regard to climate, its frequent changing, the washing of underclothing, and freedom from vermin. The following points also require attention—cleanliness and changing of bedding, laundry facilities, drying and airing facilities, storage of surplus clothing and bedding. The nature, fitting and repair of boots is most important.
- (e) *The Personal Cleanliness of the Soldier* also requires attention. Baths and ablution facilities should be adequate and they require careful control. Frequent inspections are necessary to ensure freedom from vermin and scabies. The disinfection of swimming baths where provided and the cleanliness of towels must not be overlooked. The cleanliness and sterilization of utensils in the barber's shop must be watched.
- (f) *The Soldier's Work and Recreation*.—The hours of work and recreation must be suitably balanced. Games must be

organized to ensure that all take part. The nature of the work done, and the number of hours, must be in accordance with climatic conditions. The nights in bed and on duty require checking. General recreational facilities, libraries and study facilities are further points of importance.

(g) *The Soldier's Fuel Supply* should be adequate for cooking and warming purposes, baths and laundry work. The greatest care and supervision is necessary in this connection to make the allowances meet all requirements, but they are sufficient if well managed.

(h) *Conservancy*.—The chief points in this connection are the provision of adequate personnel for conservancy duties and their training; the maintenance at all times of scrupulous cleanliness of all latrines, urinals and drains; the provision of suitable covered receptacles for all kinds of refuse and waste products, their frequent emptying and the final disposal of their contents. Officers responsible for attending to the above points in connection with the environment of the men under their command would be well advised to obtain the co-operation, assistance and advice of their medical officers, but the responsibility will rest in any case on the C.O. and not on the medical officer. In carrying out inspections in the above connection, the application of the various points mentioned to married families, married quarters, barrack detention rooms, etc., must not be overlooked.

(6) The Control of Infectious Diseases.

A great deal of the work in this connection falls upon the medical officer, but there is also very much which can and must be done by the regimental officer.

Many diseases are directly attributable to dirt, and to vermin, such as lice and fleas. Others again are carried by flies and mosquitoes ; and the origin of venereal disease is well known.

The health of the troops may be protected, first, by general hygienic measures, such as are indicated by the various points mentioned under environment above, and by cleanliness. Secondly, by increasing the resisting power of the individual by vaccination, inoculation and healthy living. Thirdly, by the segregation of sick and of individuals found to be carriers of disease. Also by disinfection, disinfestation, good ventilation, good conservancy work, and by organized and well maintained campaigns against flies, mosquitoes and insects of all sorts.

It will be clear that in practically all the above points it is the work of the regimental officer which will bear the most fruit in maintaining a high standard of medical efficiency in his unit.

(7) Special War Organization.

The various formations of the army in the field will be provided with medical officers who will be primarily concerned in dealing with questions of hygiene and pathology, and medical officers attached to units will also deal with these questions in the units in conjunction with the regimental officers. By this means a complete chain of responsibility for disease prevention is provided from headquarters to the individual soldier.

In addition to the medical personnel attached to units and formations in the field there are certain other units whose work is intimately connected with questions of hygiene. The units are :—

- (i) Water Tank Companies.
- (ii) Cleansing Units.
- (iii) Hygiene Sections.

Water Tank Companies are provided as circumstances may render necessary. They are primarily R.A.S.C. units, but they have attached to them certain specialist officers and certain specially trained N.C.O.s. and men of the R.A.M.C. They are motor transport units. The duty of the attached personnel is to examine and purify sources of water supply, and to maintain a supply of pure water for the troops as may be required.

Cleansing Units are organized for the purpose of carrying out disinfection and disinfestation work in the field and for working laundries and similar duties.

Hygiene Sections are allotted to armies in the field in the proportion of one per division. Their duties are to supervise and carry out sanitary measures of a technical nature, such as the supervision, purification and protection of water supplies, sanitary police duties, skilled supervision of labour employed on removal and destruction of refuse, etc. They are available to give instruction to units in matters of sanitation and conservancy, and to advise and assist in the duties performed by unit sanitary and water duty personnel.

CHAPTER VIII

R.A.O.C. SERVICES.

SECTION 18.

Organization—Indenting for Stores—Issue and Receipt of Stores—Accounting for Stores in Peace and War—System of Clothing the Soldier.

(Books of Reference :—Regulations for Army Ordnance Services ; Equipment Regulations ; Clothing Regulations ; Priced Vocabularies of Stores and Clothing ; King's Regulations ; Allowance Regulations.)

(1) Organization.

All stores, clothing and equipment required for the soldier's use, other than certain technical stores such as medical and veterinary appliances and mechanically propelled vehicles on the establishment of R.A.S.C. units, are provided and stored by the Royal Army Ordnance Department. The organization for this is controlled by the Director of Ordnance Services (D.O.S.) at the War Office, under the orders of the M.G.O.

In each of the commands at home the D.O.S. is represented by an Assistant Director of Ordnance Services (A.D.O.S.) and to the various areas within the commands a Deputy Assistant Director (D.A.D.O.S.) is appointed.

There are two main depots in the United Kingdom for the storage and issue of ordnance stores, each under the command of a chief ordnance officer. These depots are at Didecot and Woolwich respectively. There are also depots at Aldershot and Stirling for the supply of troops in the Aldershot and Scottish Commands respectively. Smaller depots are maintained in commands for camp equipment and issue purposes. Ammunition is stored in the main depots at Hereford and Bramley, and practice ammunition in smaller depots in the commands.

Stores and clothing are received (or manufactured), inspected and passed into the service at three depots, viz., Woolwich for general stores and explosives ; Weedon for small arms and their components ; and Pimlico for clothing and necessaries.

(2) Duties of the R.A.O.C.

The Royal Army Ordnance Corps is primarily concerned with the storage and issue of the various natures of stores required by the Army. Their duties may be summarized as follows :—

- (i) The supply, storage and inspection of clothing, necessaries and equipment.
- (ii) The maintenance and inspection of mobilization equipment and reserves.
- (iii) The care, storage and inspection after manufacture of guns, carriages and ammunition.
- (iv) Ensuring that units are supplied with stores in accordance with authorized scales, and that these scales are not exceeded.
- (v) Accounting for stores.
- (vi) Final condemnation of worn out stores and general responsibility for all questions relating to stores.

(3) Indenting for Stores.

Definition :—"An indent" is a written request for certain articles showing the authority or reason why the articles are required.

A unit notifies its requirements in the way of stores by sending an indent to the D.A.D.O.S. of the area in which it is quartered. In peace time indiscriminate indenting for casual requirements is not allowed, but certain dates are fixed for indenting for equipment, and in the case of clothing certain stocks are authorized to be maintained by units to meet their requirements from week to week. In special circumstances of course, such as when a unit is ordered to proceed overseas,

immediate indents may be submitted for requirements without waiting for special dates.

Instructions for the actual preparation of indents are printed on the covers of the blocks or pads into which the indent forms (A.F. G. 997) are made up, and are included in the Clothing Regulations and Equipment Regulations.

On receiving an indent the D.A.D.O.S. satisfies himself that it is in accordance with regulations. He then authorizes the actual issue of the stores by signing the indent form and passing it to the ordnance officer at the depot concerned with the actual issue.

The stores are then prepared for issue and either despatched to the unit or the unit is notified that the stores are ready for them to draw from the actual depot. It should be noted that indents for camp equipment are sent to the D.A.D.O.S. of the area in which the camp is to be. This is not always the area in which the unit is actually quartered.

(4) Issue and Receipt of Stores.

Definition :—“ A voucher ” is a document required to support the record in a ledger (or an account) of the receipt or issue of stores of any kind.

When an indent for stores is received at the ordnance depot from the D.A.D.O.S. it is checked and passed to the various storehouses in order that the articles may be got ready for despatch. The depot then prepares a *voucher* for the stores about to be issued, sufficient copies being made out to support the accounts kept by the issuing depot, the accounts kept by the receiving unit and for cost accounting purposes, and for office record. These vouchers are sent out at the same time as the stores, and are passed to those concerned when stamped, and are filed as a record with the various accounts and are used for checking these accounts when they are audited. In addition to the vouchers, *packing notes* are also made out and placed inside the

various packages to indicate the particulars of the contents.

When stores are returned to ordnance depots by units, or are transferred between units, a similar process is carried out by those concerned, the authority of the D.A.D.O.S. of the area being obtained before the transaction is carried out.

When stores are delivered to a unit, if they cannot be checked immediately on receipt, the receipt given to the carrier should be endorsed "not examined." The stores should be checked in the presence of two officers as soon as possible and any discrepancies reported within three days. (See also page 232 in this connection.)

(5) Accounting for Stores.

As soon as stores are received and checked, they should be entered in the books of the receiving unit and a signed copy of the voucher returned to the issuer as a receipt. In so far as units are concerned, all ordnance stores are accounted for in either the Equipment Ledger or the Clothing Ledger, or in the Materials Ledger. All entries in these ledgers are supported by copies of the vouchers made out in connection with the various transactions.

The Equipment Ledger records all store transactions except those in connection with :—

- (a) Clothing and necessaries (including tailor's and bootmaker's tools).
- (b) Materials for repair and consumable stores.
- (c) Camp equipment (other than permanent issues).
- (d) Equipment issued on loan for sports, entertainments, etc.
- (e) Stores held on inventory from officer i/c barracks, that is—accommodation stores.

The Clothing Ledger records, in separate parts, all transactions in connection with :—

- (a) Personal clothing.

- (b) New public clothing.
- (c) Part-worn public clothing in store and in wear.
- (d) Necessaries.
- (e) Materials and garniture.

These ledgers are balanced yearly on March 31st, and accounting is continued in them until they are called for for audit, when they are again balanced (or the receipt and issue columns totalled) and despatched. New ledgers are then opened. The actual stocks of stores in hand are checked by a *Stock-taking Board*, when the ledgers are balanced, and also on change of C.O. or of quartermaster, or on transfer of stores from one accountant to another.

Separate ledgers are kept for accounting for materials used for repair and for consumable stores.

(6) Camp Equipment.

Camp equipment when required for any purpose is indented for, on the scales laid down in Appendix VII of the Equipment Regulations. The indent is sent to the D.A.D.O.S. of the area in which the camp is to be. A special indent form (A.F. G. 968) is used for camp equipment, and the account is kept in a separate ledger (A.F. G. 973). At the end of the period of the camp, the equipment is handed in to the nearest ordnance depot, but the ledger, together with all necessary vouchers is sent to the D.A.D.O.S. of the area in which the equipment was originally demanded, and this officer arranges for payment for any deficiencies through the command paymaster concerned.

(7) Accounting for Stores in War.

When a unit is mobilized and proceeds overseas, all the equipment and stores, etc., included in its "War Equipment Tables"—which it takes with it, are struck off charge in the respective ledgers, the entry in the ledgers being supported by a "Certificate Issue Voucher" signed by the C.O.

The balance of the stores are handed over to the O.C. details. This officer obtains instructions as to the disposal of the surplus stores from the D.A.D.O.S., and having disposed of the stores as instructed, the ledgers are closed and forwarded to the local auditor, together with all vouchers.

Accounts for stores are not kept by units on service, but as deficiencies occur in the authorized war equipment of the unit, replacements are demanded on indent from the ordnance officer of the formation. The ordnance officer demands both bulk and detail issues from the base, and on receipt of the stores issues them to units in accordance with their requirements. Ordnance stores in the field generally reach units through supply refilling points during periods of active operations. Ordnance officers of formations are responsible that the articles demanded by units are in accordance with authorized scales, and C.O.s. of units are required to sign a certificate on their indents as to the actual necessity and cause of the stores being required.

(8) System of Clothing the Soldier in Peace.

The outfit of a soldier in peace, other than his arms and equipment, consists of (i) public clothing ; (ii) personal clothing ; and (iii) necessaries.

Public Clothing includes such articles as greate coats, spurs and certain full-dress head-dresses. These are issued to the individual soldier for his use, but they remain on charge of the unit in the Clothing Ledger.

Personal Clothing includes such articles as boots, caps, trousers, etc., which when issued to the soldier are struck off charge in the Clothing Ledger.

Necessaries include such articles as cap badges, brushes, shirts, drawers, towels, knife, fork and spoon, etc. These are also struck off charge in the ledger when issued to the soldier.

The first year's outfit for a recruit is issued free in kind, but is subsequently maintained by the soldier out

of a clothing allowance. This allowance is credited to the soldier in the pay list. At present this allowance is credited monthly in arrear, beginning on the last day of the month in which the first anniversary of his enlistment occurs.

The amount of the allowance is published in Army Orders from time to time. The clothing allowance is expended at the discretion of the company commander in the provision and upkeep, including repairs and washing, of such regulation clothing and necessaries as the soldier may, in his opinion, require. The cost of hair-cutting may also be defrayed from this allowance. Any balance not required for clothing or necessaries, or for authorized charges in connection therewith, is included in current cash payments to the soldier. When the allowance has been expended, any further purchase of clothing or necessaries is met from the soldier's pay.

Articles of public clothing issued for the soldier's use are kept in repair at his expense, but when worn out by fair wear and tear, and not by neglect or wilful damage, they are replaced free of charge.

Although personal clothing, once issued to the soldier, is to all intents and purposes his private property, he has no absolute right of property in respect of it, and he cannot dispose of that clothing except in accordance with the regulations. When no longer required for wear, personal clothing may be sold to other soldiers of the unit, with the written consent and under the supervision of the company commander. Worn out clothing must be handed in for disposal in accordance with instructions which are issued from time to time, the worn-out value of the articles being paid to the soldier.

SECTION 19.

Repair of Equipment in War.

With the advance in the mechanization of the army and the general increase of technical equipment of all arms, the organization required for effecting repairs and for the provision of spare parts in the field has assumed great importance. This organization will now be described.

The war establishment of all units now includes artificers equipped with hand tools and a sufficiency of spare parts to enable them to carry out minor repairs. Repairs which can be undertaken within the unit are called "First Line Repairs."

For work which is beyond the capacity of units mobile workshops are provided. For the maintenance of vehicles for which the R.A.S.C. is responsible this second line repair organization is included as an integral part of all R.A.S.C. mechanical transport companies. For all other vehicles and for the repair of guns, tanks, armoured cars, etc., Ordnance mobile workshops are provided. A divisional Ordnance workshop is included in the establishment of every division and cavalry division; while Corps Ordnance workshops are provided for the service of non-divisional units.

These Ordnance workshops are equipped with power-driven tools and a supply of spare parts; the extent of the work they can undertake is limited primarily by the necessity of keeping the workshops sufficiently mobile to accompany the formations of which they form part. The workshops are organized into a headquarters which includes the machinery and store lorries and one or more Light Aid Detachments which can go to the assistance of units or accompany columns on the march. The Light Aid Detachments are equipped with recovery vehicles, they form the link between the unit and the parent workshop.

Repairs which are beyond the capacity of the mobile workshops, either from their nature or on account of the time they would take with regard to the tactical situation and the necessity for keeping the workshop mobile, are classed as L. of C. repairs. Vehicles requiring repairs of this nature are evacuated to workshops on the L. of C. and are replaced in the unit through the Ordnance Field Park. This latter unit carries a supply of spare parts for issue to workshops and a small number of vehicles for immediate issue to units in case of necessity.

Units can obtain small supplies of spare parts from the Ordnance workshops, sufficient to keep their vehicles on the road, but the normal channel of supply of spares is from the Ordnance Field Park and units should notify their requirements to D.A.D.O.S. of their formation.

Field workshops are equipped with recovery vehicles to enable them to collect breakdowns for repair which are unable to reach workshops under their own power. If formations are on the move, however, and there is much recovery work required, recourse must be had to the L. of C. recovery sections. These last-named units are included in a force to provide a link between the forward area and the L. of C. Their main function is the salvage of vehicles which cannot be dealt with by the formation workshops. These sections are equipped with machinery mounted on trailers which can be used for L. of C. repair work pending the establishment of heavy repair shops, or alternatively to assist the mobile workshops of formations. When required for salvage work, the trailers are left behind temporarily, while their tractors and breakdown vehicles are used to carry out the recovery work. L. of C. recovery sections work normally from railhead, but they can be moved forward in anticipation of an action.

The system outlined above is the normal system for the repair of all natures of unit equipment. In addition,

R.E. electrical and mechanical companies maintain workshops for the rapid repair of special engineering plant. The signal units of formations are also charged with the duty of carrying out first line repairs to the signalling instruments of units in their formations. Second line repairs to signalling equipment are, however, carried out by the R.A.O.C. as L. of C. repairs in base workshops.

SECTION 20.

Courts of Inquiry on Losses of Stores and Boards of Survey.

(Books of Reference :—King's Regulations ; Regulations for Army Ordnance Services ; Clothing Regulations ; Equipment Regulations ; Manual of Military Law.)

(1) The general responsibility of officers for public stores in their charge is laid down in the King's Regulations, and it is there provided that a C.O. will supervise and control all duties performed by those under his command, and will be accountable for public equipment and stores of whatever description appertaining to his corps or establishment. Every officer, even if the appointment he holds is only temporary in its nature, is charged with the equipment, ammunition, clothing and public stores appertaining to the appointment and is accountable for them to his C.O.

In the event, therefore, of losses of stores, the C.O. is the person *prima facie* responsible, and upon him rests the onus of showing that he has done all that could be expected, in the circumstances of the case, from a zealous and conscientious custodian of public property ; but he will not be required to pay for losses unless the loss or damage is due to some definitely wrongful or negligent act of omission or commission on his part.

(2) When losses occur or damage is caused to public property it is essential that the circumstances be

investigated without delay. If the loss or damage is due to theft, fraud, fire or explosion, a court of inquiry *must* be held; in other cases a court *need not* be held when the total money value of the loss is less than £50; if the loss or damage exceeds £50, however, the regulations require that the circumstances *must* be investigated by a court of inquiry.

(3) When a loss of stores is discovered, the first thing to do is to adjust the ledgers in which the articles are accounted for by means of a certificate issue voucher, this voucher being subsequently supported by the authority for the "write off" of the missing stores, or the certificate of payment as the case may be. In cases of theft or suspected theft the civil and military police must be informed immediately.

(4) **Losses of Stores, Arms, Equipment, etc., not exceeding £50 in value,** and not due to theft, fire, fraud or explosion, are investigated by the C.O. If the circumstances present any difficulty, he may cause them to be investigated by a court of inquiry. The procedure will then be the same as that indicated in the following paragraphs. If there are no unusual difficulties, a report of the circumstances only is prepared, and this is forwarded together with the particulars of the missing or damaged articles (on A.F. G.998) to the D.A.D.O.S. of the area. If the D.A.D.O.S. agrees with the opinion of the C.O., as expressed on the report, he gives the necessary authority for the payment, or write off, and for demanding issues in replacement, and returns the documents to the C.O. of the unit for action.

If the D.A.D.O.S. does not agree with the C.O.'s opinion, he records his own opinion on the documents and forwards them to the area commander for his decision. This latter officer then gives his ruling and returns the papers to the D.A.D.O.S., who acts accordingly and instructs the unit. The authority of the D.A.D.O.S. or eventual certificate of payment, as the case may be, is attached to the certificate issue voucher supporting the necessary entries in the unit's ledger.

(5) Losses or Damages exceeding £50 in value are reported to area headquarters and a court of inquiry is assembled to investigate the circumstances. The proceedings of the court, together with the A.F. G. 998 giving particulars regarding the stores lost or damaged, are forwarded in duplicate to the convening officer, who in consultation with the D.A.D.O.S. if necessary, records his opinion and forwards the documents to command headquarters. Here a decision is given, (or in special cases involving large sums reference to the War Office may be necessary) and the papers are then returned through the same channel to the D.A.D.O.S., who is responsible for taking the necessary action, authorizing issues in replacement or instructing units as to payment or write off.

(6) The regulations regarding the composition and procedure of courts of inquiry are contained in the King's Regulations and in the Manual of Military Law. The chief points to note are :—

- (a) Courts normally consist of a president and two members, the president being generally appointed by name.
- (b) The members of a court of inquiry are not sworn, and evidence (except in cases of inquiry into illegal absence of soldiers) is not taken on oath unless special instructions are issued to that effect.
- (c) A court of inquiry does not record an opinion unless definitely required to do so by the convening officer.
- (d) The convening officer should issue instructions as to what points are required to be elucidated by the court.
- (e) A court of inquiry cannot compel the attendance of civilian witnesses.
- (f) In the case of deficient clothing or equipment, in inquiries into illegal absence of soldiers, it is necessary to have evidence that the

absentee has been in possession of the articles, that an inventory has been made and the articles found deficient, and that the articles have not since been found.

- (g) If it appears possible that the evidence is likely to affect adversely the character or reputation of an officer or a soldier, the individual must be present throughout the proceedings, and be allowed to make any statement, give evidence, and cross-question any witnesses, or produce his own witnesses if he wishes to do so.

Further particulars regarding courts of inquiry generally and in special cases such as cases of illegal absence, disciplinary questions, prisoners of war, etc., are contained in the Army Act and the Rules of Procedure.

(7) Cases of soldiers losing or damaging their personal clothing and equipment by neglect or culpable negligence are normally dealt with regimentally, and, unless the soldier elects to be tried by court-martial, the C.O. may order the individual to pay for the repairable damage, or for losses or damages beyond repair. When the amount exceeds £4, however, the approval of the G.O.C. must be obtained. Instructions for assessing the value of articles and the amount which may be charged for losses in these cases are contained in the Equipment Regulations and the Clothing Regulations.

(8) Boards of Survey are held from time to time as may be necessary to inspect and report on unserviceable or worn-out stores. Normally, units will return such stores to ordnance depots, under instructions from the D.A.D.O.S., and the board will be held at the depot. To save transport, however, garrison boards may be assembled at unit stations under the orders of the G.O.C. The points to note are that condemnation can only be effected under the authority of a garrison

board, an ordnance officer or a specially appointed officer. Instructions in this connection, and for ultimate disposal of condemned stores are issued through the D.A.D.O.S., who also gives the authority to demand replacements.

(9) **Stocktaking Boards** are held regimentally to check actual stocks of clothing, necessaries and equipment. These boards are held annually on March 31st, and the proceedings of the board (A.F. H. 1164) accompany the clothing and equipment ledgers when they are sent for audit. Stocktaking boards are also held on change of C.O., on change of quartermaster, or at any time desired by the C.O. of a unit for his own information. The procedure for conducting these boards is laid down in the Clothing Regulations and the Equipment Regulations. Any surplus articles found by a stocktaking board are at once brought on charge by certificate receipt voucher, any deficiencies are reported and are dealt with as indicated in the preceding paragraphs.

CHAPTER IX

REMOUNT AND VETERINARY SERVICES.

SECTION 21.

Remounts—Organization of the Remount Service, and Arrangements for the Provision of Horses on Mobilization and in War.

(Books of Reference :—King's Regulations ; Remount Regulations ; Army Orders and Remount Manual (War).)

(1) Organization.

The remount service is controlled by the Director of Remounts at the War Office ; it is a branch of the Q.M.G.'s department. A Deputy Assistant Director of Remounts (D.A.D.R.) represents the director of remounts at each command headquarters at home. Each command at home is divided into a number of remount districts, with a District Remount Officer (D.R.O.) in charge of each. The size of these districts varies with the normal civilian horse population in the part of the country in which the district is situated.

There are in addition three inspectors of remounts :—The inspector of remounts (cavalry), who deals with the provision of all riding horses other than those required by the Royal Artillery.

The inspector of remounts (artillery) who deals with the provision of all artillery horses and all draft horses for other arms.

The inspector of remounts (mobilization), who deals with the arrangements for the supply of animals on mobilization, and with any scheme that may be in force for the maintenance in peace of a reserve of horses.

Two remount depots are maintained in peace at which horses are kept pending their issue to units to replace those cast from time to time.

At home, with the exception of the remount directorate at the War Office, personnel employed on remount duties are either retired officers or civilians, the D.A.D.R.s. and D.R.O.s. being retired officers and the depots being provided with civilian grooms.

A broad, in those countries where large forces are maintained, a small remount department is also kept up, but in Colonial stations such as Gibraltar, Malaya, etc., the remount work is carried out by the quartermaster-general's branch of the staff.

(2) Duties of the Remount Department.

The duties of the remount department may be summarized as follows :—

- (a) The purchase, transfer, maintenance, casting and general welfare of all animals.
- (b) The preparations for the supply of animals required on mobilization.
- (c) The supply of animals when mobilization is ordered.
- (d) The replacement of casualties to animals in a theatre of war, and the maintenance of a sufficient reserve according to the nature of the operations.

The arrangements in connection with these duties may be outlined as follows :—

(3) Purchase, Maintenance, Casting, etc.

The actual purchase of horses required in peace is carried out by the inspector of remounts in the open market. The rapid substitution of mechanical for horse transport throughout the country is making the work of obtaining suitable horses for military purposes increasingly difficult, this difficulty is being combated to some extent by the existing schemes for the encouragement of light horse breeding. For financial reasons little more is possible in this connection at the present time than the granting of premiums to selected stallions,

so that the small owner can be sure of the services at cheap rates of the very best sires.

Casting.—Horses are cast for three reasons :—

- (a) Because they are old and worn out.
- (b) Because they are physically unfit (veterinary case).
- (c) For remount reasons.

The first two cases are normal routine questions, the local brigade or divisional commander being the authority for such castings. The remount cases, however, present more difficulty. They include horses which have failed to develop as they should have done, horses which are vicious or those which have become worn out before the official casting age of 15 years. Cases under this head are cast by the director of remounts.

(4) Preparation for the Supply of Horses Required on Mobilization.

Hitherto a system of "boarding out" a certain number of horses with approved borrowers under certain conditions, and the registering and subsidizing of draft horses, has ensured the existence of a reserve of animals which would be available in the event of mobilization. These "boarded out" horses were also available for the annual training of the Territorial Army. Financial stringency, however, has compelled the abandonment of these schemes for the present, and horses required on mobilization will now have to be obtained, by impressment under the Army Act, from the civil horse population of the country.

The steps necessary to make this arrangement possible are :—

- (a) The taking periodically of a census of all horses in the kingdom.
- (b) The classification of the animals as to their suitability for military purposes.
- (c) The allotment of the classified horses for impressment and distribution.

The taking of the horse census has been carried out by the police under the direction of the Home Office, at intervals of from 5 to 10 years. This census merely shows the actual horse population of the country and does not indicate whether the horses are suitable for military purposes or not. It gives, however, valuable information to assist the annual classification of horses, which is carried out by the district remount officers. The D.R.Os. endeavour to inspect all animals in their districts and to classify them in accordance with their conformation and age, as to their suitability for military purposes, and the requirements of the various arms of the service.

Based on this classification the "remount statement" is prepared at the War Office and issued to commands, and in accordance therewith an allotment is made to the various remount districts for impressment in the event of mobilization; the D.R.Os. then select the actual horses in their districts for impressment and distribution to units.

Arrangements having been made to ascertain the whereabouts of the animals required on mobilization, and to allot numbers to the various districts for impressment, the next thing is to make arrangements for their actual collection and distribution when required. The system of doing this consists of the following :—

- (a) The division of the remount districts into *purchasing areas*.
- (b) The appointment of a *purchasing officer* for each area with the necessary assistants (veterinary surgeons, etc.).
- (c) The formation of *collecting centres* in each area to which the horses are taken when purchased.
- (d) The appointment of *distributing officers* in charge of the various collecting centres to carry out the detail work of reception of the horses and their despatch to units.

- (e) The preparation of *railway time-tables* for the movement of *conducting parties* from units to the collecting centres and the conveyance of the animals from the collecting centres to units, in conformity with the mobilization schemes of units.
- (f) Arrangements for the payment of the owners of the animals impressed on mobilization. Special payment forms, resembling cheques, are kept ready for this purpose and are cashed on presentation to command paymasters.

All details in connection with the above are worked out in peace time and kept constantly revised in accordance with unavoidable changes of personnel, or alterations in mobilization arrangements or in the number of animals required by units from time to time.

(5) Mobilization.

When mobilization is ordered purchasing officers, nominated in peace, will at once start buying horses according to the lists supplied to them. The owners will bring their horses to the purchasing posts where they will be examined by the veterinary surgeon and the purchaser. When purchased they will be taken to the collecting centre, where the distributing officer will allot them to the unit for which they are best suited, and despatch them in batches in accordance with the time-table prepared in peace, the necessary railway arrangements having also been worked out in peace time. Any casualties which occur after units have been completed to war establishments are made good at the port of embarkation from the embarkation remount squadron.

(6) Remounts in a Theatre of War.

In war the remount department is responsible for the supply of every kind of animal including carrier pigeons and messenger dogs.

The organization for this is controlled by a director of remounts at general headquarters. A *base remount depot* is formed where the main reserve of animals is kept and where horses are trained, and those requiring it—rested. *Advanced remount depots* are established at convenient places on the lines of communication. These are kept full of horses fit for immediate issue, and horses are sent out from these depots in accordance with the requirements of units. The conveyance of animals between the depots and from depots to corps or divisional areas is carried out by small independent units called *field remount sections*.

Animal casualties on active service are at once struck off the strength of units, and units demand replacements through the usual channel of division and corps. The latter send in consolidated demands showing their requirements for each arm of the Service. The necessary animals are conveyed to the divisional area in charge of a field remount section, and their distribution to units is then normally undertaken by the "Q" Staff of the formation concerned.

(7) **Horses for Territorial Army Training** are obtained under arrangements made by county associations by hiring. In the past "boarded out" horses have been available to help in this, but as the "boarding out" schemes come to an end, all horses will have to be hired from civilian owners. At present the remount department are not concerned in this question, but owing to the increasing difficulty in obtaining the necessary horses each year, it is possible that the organization of the remount department may be made use of in this connection in future.

SECTION 22.

**Veterinary Services—Organization and Administration
in Peace and War.**

(Books of Reference :—Field Service Regulations ; Regulations for Army Veterinary Services ; Veterinary Manual for War.)

(1) General Organization.

The organization for veterinary services in the army is similar in many respects to the organization already explained for the Army Medical Service.

The Army Veterinary Service and the Royal Army Veterinary Corps are administered by the Director-General of Army Veterinary Services at the War Office, under the orders of the Q.M.G.

The Army Veterinary Service is composed of certain senior officers removed from the corps but still on the active list, who are mainly employed on administrative work in connection with veterinary services.

The R.A.V.C. consists of those officers, W.Os. and N.C.Os. and men borne on the regimental establishment of the corps, who primarily perform the executive work in connection with the care of animals.

To each command at home an administrative veterinary officer is appointed (D.D.V.S. or A.D.V.S.) to represent the Director-General of Veterinary Services in that command. These officers are responsible to the G.O.C.-in-C. of the command for all matters affecting the administration of the Army Veterinary Services in the command, and they act as technical advisers on all veterinary questions.

The personnel of the R.A.V.C. in peace is organized into sections and the R.A.V.C. depot, and certain extra regimental establishments such as The Royal Army Veterinary School, The School of Farriery and The Army Veterinary Stores. An R.A.V.C. section is considered a cadre formation which is expanded into a veterinary hospital on mobilization. In peace time they are located at the Army Veterinary Hospitals at

present situated at Bulford, Tidworth, Aldershot, Woolwich and Colchester. A similar organization exists overseas, modified in accordance with local requirements.

(2) The Duties of the R.A.V.C.

The duties to be performed by the R.A.V.C. in peace and war may be summarized as follows :—

- (a) To prevent the introduction and spread of contagious diseases among animals.
- (b) To offer professional advice regarding the feeding and maintenance of the health and efficiency of animals.
- (c) To provide for the collection, evacuation and subsequent care and treatment of all sick and injured animals.
- (d) To arrange for the recuperation of worn-out and debilitated animals.
- (e) To arrange for the necessary veterinary supervision required to control contagious disease amongst civilian-owned animals in occupied territories, and to provide when necessary a veterinary organization for the care and treatment of these animals during the period of military operations.

The above includes the administration of veterinary hospitals and advising of C.O.s. on all matters relating to animals, stables, forage, shoeing, etc., and recommending any measures which may, in their opinion, conduce to the health and efficiency of animals of the Army, or mitigate or prevent disease among them.

(3) Care of Sick and Injured Animals in Peace.

Sick and injured animals in peace, other than trivial cases dealt with in the unit, are seen by the officer in veterinary charge of the animals of the unit. This

officer advises whether the animal should be treated in the unit's sick lines or sent to the nearest veterinary hospital. If the animal is treated in the unit's lines, he supervises the treatment which is carried out under the orders of the C.O. of the unit. If the animal is sent to a veterinary hospital, personnel for grooming and feeding are sent with the animals from the unit in the proportion of one man to three animals.

(4) War Organization for Veterinary Services.

In war the control of the veterinary services is vested in the Director of Veterinary Services (D.V.S.) at G.H.Q. To assist him he has a D.D.V.S. with each army and on the lines of communication, an A.D.V.S. with each corps or cavalry division, and a D.A.D.V.S. with each division. These officers are responsible for all arrangements for veterinary services in the formation to which they are appointed, and they act as the technical advisers of the General Officer Commanding their formation on all veterinary questions.

In addition to the veterinary officers and other ranks attached to units and formations of an expeditionary force, the following veterinary units are mobilized :—

- (a) A Mobile Veterinary Section (M.V.S.) for each division.
- (b) A Cavalry Mobile Veterinary Section (C.M.V.S.) for each cavalry brigade.
- (c) A Veterinary Evacuating Station (V.E.S.) for each corps.
- (d) Veterinary Receiving Hospitals, Veterinary Hospitals, and Convalescent Horse Depots on the lines of communication in accordance with the animal strength of the expeditionary force.
- (e) Base Depot of Veterinary Stores, Advanced Depot of Veterinary Stores, and Bacteriological Laboratory as circumstances require.

(5) System of Dealing with Sick and Injured Animals in War.

The principle aimed at is to maintain units up to their fighting strength in fit animals. Casualties which, in the opinion of the Veterinary Officer in charge of the unit, are likely to make a rapid recovery should be retained for treatment under regimental arrangements. Other cases are taken over by the Mobile Veterinary Sections and retained by them or evacuated according to circumstances.

For the purpose of dealing with sick and injured animals in war, the theatre of operations is divided into three zones :—

- (a) The Collecting Zone.
- (b) The Evacuating Zone.
- (c) The Distributing Zone.

The Collecting Zone corresponds approximately to the area occupied by field units. This zone includes the mobile veterinary sections and cavalry mobile veterinary sections. Their duties are to take over sick and injured animals, which would hamper the mobility of units, and either treat them or evacuate them according to circumstances. Overstocking of the M.V.S. or C.M.V.S. is to be avoided as they may be required to move at any time with the formations to which they belong.

The Evacuating Zone corresponds approximately with the area occupied by corps and army troops. The veterinary evacuating stations are included in this zone. Their duty is to take over animals evacuated from division and cavalry brigade mobile sections and to evacuate them to veterinary hospitals on the lines of communication by road, rail or water transport, according to circumstances.

Veterinary evacuating stations are normally situated within reach of advanced railheads, through which evacuations of animals can take place, making use of supply trains returning empty to the line of communications.

The Distributing Zone corresponds approximately to the lines of communication area, and contains the receiving hospitals, veterinary hospitals and convalescent horse depots. Horses evacuated from corps (V.E.S.) are sent to the receiving hospitals, from which they are distributed to veterinary hospitals according to the nature of the diseases. Horses are treated in the veterinary hospitals, and when cured are sent to remount depots for re-issue to units, or if requiring further rest they are sent first to convalescent horse depots until fit, to avoid crowding remount depots with unfit animals.

The number of veterinary hospitals and convalescent horse depots required for an expeditionary force is based on allowing for the treatment of approximately 7% of the animal strength of the force at any one time.

(6) The base and advanced depots of veterinary stores undertake the duty of supplying veterinary medicines and stores to units and formations of the force in the field. Issues to units are normally made through the mobile veterinary sections.

The bacteriological laboratory is used as a research and diagnostic centre for the force to which it is attached.

If circumstances warrant it, it may also be found necessary to organize a special branch of the veterinary service with an expeditionary force to deal with the disposal of animals (carcasses and by-products) but this will only be necessary when dealing with a force of considerable size.

Selection of Sites for Veterinary Hospitals.—The situation will naturally depend on local conditions, any available buildings suitable for adaptation being taken advantage of. Attention should be paid to the ground on which the hospital is to be built; good drainage being essential; hard standings also are just as important as a roof, and should be provided whenever possible. This is a general rule which

applies to all standings whether the animals are with their own units or in veterinary lines. Some provision should be made for wind screens.

In choosing the site accessibility to a railhead or siding must be considered, also facilities for obtaining forage, water and supplies.

Suitable provision must be made to ensure sufficient isolation of animals suspected of, or suffering from, contagious disease.

Camel Hospitals.—These should be placed in *surra* free zones and the above-mentioned points are also generally applicable, except that no stables are required, patients being accommodated in lines with mud-built feeding troughs. Camel hospitals should be placed where there is a good tree shade, but not near cultivated land or horse hospitals. They should be reasonably near to suitable camel grazing and to a water supply, from which no other animals drink.

CHAPTER X MOBILIZATION.

SECTION 23.

Preliminary Arrangements in Peace.

(For full details *vide* Regulations for Mobilization.)

(1) Definitions.

Mobilization is the process by which an armed force passes from a peace footing to a war footing. The mobilization of a unit means its completion for war in personnel, animals and material.

The Place of Mobilization is the place where a unit is completed in personnel, animals and equipment.

The First Day of Mobilization is, unless otherwise ordered, the day following that on which the order to mobilize is dated from the War Office.

The Place of Joining is the place at which reservists join on mobilization.

The Peace Establishment of a unit is the number of officers, W.Os., N.C.Os., men, animals, guns and vehicles authorized to be maintained in peace, and is given in "Peace Establishments," normally published annually.

The War Establishment of a unit is the number of officers, W.Os., N.C.Os., men, animals, guns and vehicles authorized for war, and is given in "War Establishments."

The War Outfit of a unit is the material of all kinds authorized for war, and consists of :—War equipment, clothing and necessaries, landing rations, and medical and veterinary equipment.

War Equipment is the whole of the equipment with which a unit takes the field. It consists of (a) that portion of its peace equipment which a unit retains on mobilization, and (b) mobilization equipment, i.e., the

additional equipment required to enable it to take the field. Details of war equipment will be found in "War Equipment Tables (A.F. G. 1098)," which are prepared for every type of unit forming part of an expeditionary force.

War equipment is divided under two heads (i) Personal Equipment ; and (ii) Unit Equipment.

(i) *Personal Equipment* comprises such articles as arms, accoutrements, steel helmet and box respirator, etc., which are issued for the personal use of the individual soldier and which he takes with him.

(ii) *Unit Equipment* comprises such articles as arms and accoutrements that are not personal equipment, such as guns, machine guns, saddlery, vehicles, S.A.A., etc., which are held by, or for, a unit either as peace or mobilization equipment.

Clothing and Necessaries comprise the personal kit of a soldier, other than his arms, accoutrements, steel helmet and box respirator.

The above definitions, together with others, are given in the mobilization regulations. For a proper understanding of the orders on the subject a clear appreciation of the meaning of the various terms is essential.

Landing Rations.—One day's supplies for man and horse to be carried by a unit from the place of mobilization for consumption on the day following the day of landing unless other instructions are issued.

(2) Types of Mobilization.

The circumstances which necessitate the order to mobilize being given will determine the nature of that mobilization, and the numbers and nature of the forces required. Thus it may be necessary to mobilize the whole resources of the Empire, Navy, Army and Air Force as for a great Continental war ; this is called a General Mobilization. Or it may be a mobilization of the whole Regular Army. Or again, a comparatively

small force only may be required, as has often been used in the past for some small war ; this would only necessitate a partial mobilization. A fourth type, which is strictly speaking not a mobilization at all, is instanced by the recalling of regular reservists to the colours in circumstances of grave national emergency arising from serious civil unrest or disturbances.

In the case of Continental nations having adjoining frontiers, universal military service is the general rule. This fact immensely simplifies the process of mobilization, as it ensures that the manhood of the nation is fully registered, and everyone in peace can have the place allotted to him which he will be required to fill in war. In England, as universal service is not the law, more requires to be done on mobilization and more complicated arrangements have to be made for carrying it out. Our peace plans can only be based on a voluntarily recruited army.

Our mobilization arrangements must make provision under the three following main headings :—

- (i) The calling up of our reserves of men and horses.
- (ii) The equipping of the units with the stores of all kinds that they require for war.
- (iii) The grouping of the various units into brigades, divisions, and higher formations.

(3) The Calling up of Reserves.

The various natures of reserves, their organization and conditions of service are discussed in the section dealing with personnel questions. Here the process of calling up on mobilization only is dealt with.

When a soldier is transferred to the reserve, he is given a paper called his " Identity Certificate." This paper contains a description of the soldier in question, and has on it the instructions to join and the place where he is to rejoin the colours in the event of mobilization being ordered. This paper has to be produced by the soldier for stamping whenever he draws his reserve pay. Detachable portions of the certificate contain a

money order form for 5/-, which can be cashed by the reservist at any post-office when mobilization has been ordered, and a railway warrant form in exchange for which he will be given a ticket to his place of rejoining on presentation at a railway booking office. These forms can only be used when a mobilization of the whole Regular Army has been ordered.

The fact that a mobilization of the whole Regular Army has been ordered is notified to the reservists in two ways :—

- (i) By the display on public buildings, post-offices, barracks, police stations, etc., of a poster notifying the fact, and also by notices in the Press.

On seeing the poster it is the duty of the reservist to go at once to the place of joining shown in his identity certificate.

- (ii) By the officer i/c records sending to each reservist on his books the notice to join (A.F. D. 464). These forms are held ready in peace by officers i/c records together with an addressed envelope (A.F. D. 419).

The reservist is not required to await the receipt of his notice to join, but should act at once on seeing the poster displayed. In the event of a partial mobilization only being ordered, only those reservists actually required will be recalled to the colours; normally those most recently transferred to the reserve. In this case no posters will be displayed, but officers i/c records will send to those reservists who are required a special notice to join (A.F. D. 468) to which is attached a travelling warrant and cash order, similar to those forming part of the identity certificate, but to be used in connection with the partial mobilization only.

(4) Completing the Personnel of Units.

On mobilization, the various staffs and units are completed in personnel up to war establishments as follows :—

Officers are provided under arrangements made by the War Office through G.Os.C.-in-C. of commands.

The responsibility for making good deficiencies in W.Os., N.C.Os. and men rests with the officers i/c records of corps concerned.

The following are available for the purpose :—

- (a) The peace strength of the unit—less men physically unfit, under age or insufficiently trained, and less any parties required to be detached for H.Q. formations, etc.
- (b) The regular reservists and supplementary reservists.
- (c) Personnel withdrawn from institutions, schools of instruction, etc., which are closed on mobilization.
- (d) Transfers and attachments from other arms.

From these four sources officers i/c records make good the deficiencies in the units for which they are responsible, and bring them up to war establishment.

(5) Completing the Animals Required by Units.

All arrangements for horse mobilization are undertaken by the remount department. Remount officers are appointed in the various districts and horse purchase schemes and registrations of suitable horses are undertaken in peace time. The instructions for this work are contained in the Regulations for the Remount Services, and have been dealt with in Section 20 above.

(6) The Equipping of Units with Stores of all kinds Required for War.

Detailed instructions for the storage, inspection and turnover of mobilization equipment are contained in the Regulations for Army Ordnance Services and in the Equipment Regulations.

C.Os. of units are held responsible that all war equipment on their charge is at all times complete and fit for service in every respect, and they are required to furnish a certificate annually that it has been checked and found correct in accordance with the

War Equipment Tables (A.F. G. 1098). They are also responsible for the carrying out of any alterations or additions which are notified in the "List of Changes in War Material," which is published monthly and issued with Army Orders.

Equipment ammunition should always be in the possession of units which exist as such in peace.

Certain items of war equipment, such as the containers for the anti-gas respirators for the full war establishment of units, are held in peace by the R.A.O.C. for issue to units at their place of mobilization. Similarly, the R.A.O.C. hold the complete war equipment for those units, such as, for example, certain ammunition columns, which do not exist in peace but are formed on mobilization being ordered.

Mobilization Equipment, except arms and equipment of reservists who join at depots, is kept stored at, or will be conveyed on mobilization to, the place of mobilization of the unit.

Personal Equipment, clothing and necessaries of serving soldiers is held by their unit. Those for reservists are stored at the place of joining of the reservists. Special articles of clothing and necessaries, such as clothing required for personnel of the regimental transport of infantry units to place them on the mounted scale, are stored with the mobilization equipment.

(7) The Grouping of Units into Higher Formations.

As the units of the Regular Army, in peace time, are constantly changing their stations, and going to and from places abroad, they cannot be permanently grouped into the various brigades, divisions, etc.

Units in peace time are therefore allotted to the higher formations according to the station at which they are serving for the time being. On change of stations, the incoming unit takes the allotted place of the unit it has replaced.

(8) Mobilization Committees and Schemes.

To ensure the co-ordination and smooth working of mobilization arrangements, should the necessity arise to put them into force, mobilization committees are formed in peace time in each command. Local committees are also formed at the various stations and depots, and in units. These committees prepare detailed schemes for their particular command, station or unit, as the case may be, and make all the arrangements necessary to ensure that there shall be no delays or difficulties in the smooth working of the orders for mobilization. The mobilization scheme of a unit should contain all information and documents to enable the process of mobilization to be carried out with the minimum of labour and without reference to Regulations, Command Orders or Circular Memorandums, etc., on mobilization. All documents should be completed in peace so as to require on mobilization the addition only of numbers, dates, places and other details which cannot be determined in peace time.

The actual manner of drawing up a unit's mobilization scheme is given in Appendix "G" to Mobilization Regulations, and is briefly as follows :—

The scheme includes :—

- (a) A Summary.
- (b) A Time Table.
- (c) Appendices.
- (d) Annexures.

The Summary outlines the salient points in connection with such matters as personnel, horses, war outfit, supplies, transport, accommodation, medical and veterinary arrangements, barrack stores, camp equipment, civil assistance, disposal of property left behind, moves, details, interior economy, etc.

The Time Table is a detailed time-table of every item which has to be done on each day of mobilization,

showing the time, the nature of the duty, and the officer, W.O. or N.C.O. responsible.

The Appendices include the complete detail for all the arrangements mentioned in the Summary, with time-tables, copies of orders, lists, requisitions, indents, telegrams, etc., prepared as far as is possible in peace time.

The Annexures consist of copies of the Time Table and all necessary orders for each individual assigned duties in the Time Table, to enable him to get to work at once on his particular duty the moment the orders are issued.

(9) Disposal of Property, Regimental Funds, etc.

This is a matter requiring careful attention on mobilization to avoid loss in the event of a prolonged campaign. The following plan is recommended for adoption in respect of regimental funds, mess property and the like not specifically disposed of under regulations. The property, books or accounts having been securely packed, should be lodged in a bank or other suitable safe storage, a table being prepared and copies sent to the officer i/c records of the corps, the regimental depot and the colonel commandant or colonel-in-chief of the regiment. This table should contain the following information :—

- (i) Name of the account or nature of the property.
- (ii) Particulars of funds.
- (iii) Balance of funds at time of storing.
- (iv) Where the funds are deposited.
- (v) Where the property is stored and how packed.

The receipts for the above accounts and property being sent to the officer i/c records of the unit, for safe keeping.

(10) Returns and Documents.

In order that satisfactory arrangements may be made in connection with the provision of the personnel required on mobilization, and to facilitate the allotment

of reservists to meet the requirements of units, a half-yearly mobilization return is rendered to the War Office for all units.

The returns show the exact position of the unit as regards its personnel, for mobilization purposes, on the date of its compilation.

The return is prepared by the officer commanding the unit, giving all particulars as to the men serving with the unit, and showing particulars of men not available for mobilization for any reason such as age, insufficiently trained, absent or any other cause. Three copies of the return are forwarded to the officer i/c records of the corps concerned for completion as regards particulars of the reservists allotted to units. On completion by the officer i/c records, one copy is sent to the War Office and one copy is returned to the unit through H.Q. of the command, the third copy being retained by the officer i/c records. The unit's copy should be filed with the unit's mobilization scheme.

There is a number of other books and forms in connection with mobilization which have to be kept ready in peace time. The detail of these is given in para. 75 of Mobilization Regulations. The most important of these are :—

The Soldier's Service and Pay Books. A.B. 64,
Parts I and II.

The Active Service Casualty Form (A.F. B. 103).

The Field Conduct Sheet (A.F. B. 122).

The Mobilization Posters (A.F. D. 427).

The Return of Reservists who join on mobilization
(A.F. D. 442).

The notice to join, with travelling warrant and
cash order, for partial mobilization (A.F. D. 463).

The identity certificate.

Notification to Paymaster of the separation of a
soldier from his family (A.F. O. 1729).

The allotment of pay to families of soldiers
(A.F. O. 1796A).

The manner of dealing with these forms and their disposal on completion is described in Mobilization Regulations, paras. 67-75, and it is of the utmost importance, in the interests of the men and their families, that these returns and documents should be correctly and expeditiously dealt with on mobilization. To enable this to be done peace preliminaries must be completed in the most minute detail.

SECTION 24. Duties on Mobilization.

(1) The following is briefly what happens when the situation between us and our enemies becomes such that the Government decides to order general mobilization.

- (a) The King signs a Proclamation calling out the Regular Army Reserve and the Militia for service, embodying the Territorial Army, and retaining serving soldiers with the colours.
- (b) Parliament, if not actually in session, is called together and informed. This must be done within ten days.
- (c) The Secretary of State for War directs the calling out of the Reserve and the embodying of the Territorial Army.
- (d) The War Office telegraphs to commands and officers i/c records the order to Mobilize.
- (e) The Home Office causes posters calling up the Reserve and the Militia to be displayed by the civil authorities. This is also done by the military authorities.
- (f) Officers i/c records send out to reservists the notices to join.
- (g) Concurrently Orders in Council are signed, which give powers to the authorities concerned to take possession of the railways and to requisition vehicles and billets, in other than licensed houses, as may be necessary.

The order to mobilize is the authority to give effect to all the arrangements, made in peace time, to this end. It automatically brings war establishments into force in lieu of peace establishments.

A unit is considered to be mobilized when its personnel and animals have been completed to war establishment, when it is in possession of the whole of its war outfit, when it has had its horses shod, saddlery and harness fitted and is otherwise ready to take the field.

(2) When reservists join the colours on mobilization, existing accommodation may be found insufficient to meet requirements. In such circumstances the troops will be accommodated in public buildings, billets and camps, in accordance with arrangements made in peace.

(3) Soldiers' families may remain in married quarters on mobilization, or may be given railway warrants to their homes in the United Kingdom if they prefer it. If their accommodation in barracks is required they may be placed on the lodging list.

(4) Reservists on joining must make their own arrangements for the disposal of their plain clothes. They can send them to their homes at their own expense. They should be assisted in doing this by issues of brown paper and string, and if arrangements for posting are made for them at the place of joining, the amounts due can be recovered by the regimental paymaster through the men's accounts, on notification to him of the particulars by the O.C. at the place of joining.

(5) Duties in a Unit on Mobilization.

The following is a summary of the duties for which the officer commanding a unit is responsible on receiving the order to mobilize.

(a) Duties in Connection With Personnel.

(i) Recall all ranks who may be on leave or furlough.

- (ii) Have all ranks medically examined.
- (iii) Wire to the War Office the names of officers found medically unfit.
- (iv) Post to the War Office nominal rolls of the officers who will take the field with the unit, and of those who will not do so, giving reasons for non-inclusion.
- (v) Inform officer i/c records by letter the numbers, by ranks and trades, required to complete, showing separately numbers required for despatch to other units.
- (vi) Carry out any necessary promotions to complete to war establishment, making allowance for the claims of reservists who will rejoin. Promotions in excess of peace establishments will be temporary.
- (vii) Dispose of the duplicate copies of Officers' Record of Service (A.F. B. 199A) as follows :—
 - (a) For officers proceeding overseas with the unit, on arrival in the theatre of war, the A.F.s. B. 199A are forwarded to the A.G.'s office at the overseas base.
 - (b) For officers not proceeding overseas the A.F.s. B. 199A are handed to the O.C. depot, details, or other unit which the officer joins.
- (viii) Forward to the officer i/c records the medals of N.C.Os. and men with nominal roll of the owners.
- (ix) Forward to the regimental paymaster the A.F. O. 1729 and A.F. O. 1796A, the notification of separation of a soldier from his family and of allotments of pay to families.
- (x) Send conducting parties to fetch reservists from the depot as may be necessary.

- (xi) Report any casualties as they occur—officers to War Office, other ranks to officer i/c records.
- (xii) Despatch any parties detailed for other units, such as H.Q. formations, fully provided with personal equipment, clothing and necessaries, and after medical examination. The active service pay books, casualty forms and field conduct sheets must also be sent for these parties, also a nominal roll of the party with all necessary particulars.
- (xiii) Ensure that active service pay books (A.B.64) are properly completed with rates of pay and allotments, if any.
- (xiv) Arrange for rations and accommodation or extra personnel.
- (xv) Hand over full particulars of all personnel being left behind to the O.C. reserve regiment or brigade.
- (xvi) In the case of units which reservists join direct send daily to officer i/c records and to regimental paymaster the nominal rolls of all reservists joining (A.F. D. 442) giving particulars of remittances of pay required for relatives with addresses, and carry out the other duties in respect of these reservists as laid down in Mobilization Regulations.
- (xvii) Ensure that identity discs are in possession of all ranks.
- (xviii) Report daily to the War Office, on A.F. B. 151 the joinings and departures of all officers.

Soldiers are considered fit for service abroad if they fulfil the following conditions :—

If they—

Are, in the opinion of their C.Os., capable of bearing arms and sufficiently trained.

Have completed a recruit's course of musketry
(where applicable).

Have reached the age of 19 years.

Are medically fit for service abroad.

Base detachments are mobilized and proceed overseas with their units. The orderly-room sergeants will join the A.G.'s office at the base, and the first reinforcements will be attached to infantry and general base depots.

(b) Duties in Connection With Animals and Vehicles.

- (i) Send parties to take over remounts as arranged. These parties must take leading gear with them from the mobilization equipment.
- (ii) Fit harness and shoe horses.
- (iii) Arrange accommodation and forage for additional animals.
- (iv) Have all animals inspected by the veterinary officer.
- (v) Send drivers to collect M.T. vehicles, when applicable.

(c) Duties in Connection With Clothing and Equipment.

- (i) Arrange for safe custody of colours, drummer's staff and belt.
- (ii) Fit all ranks with box respirators.
- (iii) Draw mobilization equipment.
- (iv) Issue any special articles of war equipment to individuals after medical examination.
- (v) Dispose of surplus clothing and necessaries—treating such articles as the property of the public.
- (vi) Replace any unserviceable clothing in use.

*N.B.—*Clothing allowance ceases on mobilization. No charges will therefore be made for necessary free issues, and no compensation allowed for surplus articles handed in for disposal.

- (vii) Mark all clothing and equipment as time admits.
- (viii) Draw any equipment, not already on charge, as arranged in peace.
- (ix) Draw and check medical and veterinary equipment.
- (x) Sharpen swords (cavalry regiments).
- (xi) Carry out the instructions in the Clothing and Equipment Regulations regarding the closing and disposal of ledgers and accounts on mobilization.

(6) The completion of the mobilization of a unit is to be reported by telegram direct to the G.O.C.-in-C. of the command, intermediate authorities being notified through the usual channel. If any delay occurs in the normal process of mobilization, this must also be reported in the same manner, with a view to the necessary adjustment being made.

(7) Documents, Pay and Promotion.

The following are the principal documents required in connection with every soldier proceeding on active service :—

- (i) A.B. 64, Part I and II, the soldiers' service and pay book. These must be duly completed and the entries in the pay book being signed by the soldier and the company commander.
- (ii) A.F. B. 103, the active service casualty form. These forms for every soldier are forwarded, together with a nominal roll to the A.A.G. i/c records, G.H.Q., 2nd Echelon (A.G.'s office at the base).
- (iii) A.F. B. 122, the field conduct sheet.
- (iv) For officers, A.F. B. 199A, officers' record of service, duplicate copy *vide* para. 5 (a) (vii) above.

The other documents held by a unit in peace time for the men, that is the duplicate attestation, regimental and company conduct sheets, medical history sheets, are forwarded to the officer i/c records, together with any wills made by the men.

Full details regarding other documents required in connection with mobilization are given in Mobilization Regulations.

Pay.—On and after mobilization, and until it embarks for overseas, a unit remains in the payment of the fixed centre paymaster by whom it is paid in peace.

The day before embarkation the peace pay accounts are closed, and are forwarded together with all receipted bills, vouchers, etc., to the regimental paymaster.

From the day of embarkation the men are paid on the active service system, which will be dealt with in the section on pay duties.

Reservists are paid on mobilization at army rates from the day they join. They should not, as a rule, be paid at the depot unless unavoidably detained there.

Reservists are entitled to travelling allowance for the journey to the place of joining, and to marriage allowance from the day he draws army pay, under the same conditions as those in force for serving soldiers.

An advance of pay up to £2 0s. 0d. may be made to a reservist on joining to admit of a remittance being made to his relatives. This money will not be paid in cash to the reservist, but will be sent by the paymaster to the relatives on notification of the amount, the name and address of the remittee, signed by the soldier on A.F. D. 442.

Promotion.—On mobilization the O.C. unit in the case of cavalry, artillery and infantry units, and the officer i/c records in the case of R.E., R.C. of Sigs., Tank Corps, R.A.S.C., R.A.M.C., R.A.O.C., R.A.V.C., C.M.P., and A.E.C., will carry out the necessary promotions and appointments to bring the units up to

war establishment. In doing this the claims of reservists must be taken into account. Promotions in excess of peace establishments will be temporary.

Reservists on rejoining take the rank held on transfer to the reserve, unless they have been reduced while in the reserve. Supernumeraries thus caused in units must be absorbed before further promotions can be made.

W.Os. and N.C.Os. rejoining their old units take their previous numerical position on the roll, but cannot supersede men of similar rank who were their seniors at the time of transfer to the reserve. An N.C.O. who held a lance appointment on transfer to the reserve resumes his lance appointment but is placed at the bottom of the roll.

(8) Disposal of Reservists Found Unfit for Service on Rejoining.

Reservists will be medically examined on joining, those found either permanently or temporarily unfit, will be relegated to the reserve for the time being and subsequently will be dealt with as follows :—

If found medically unfit for further service they will be discharged as soon as possible.

If found temporarily unfit they will be re-examined in a month and subsequently as arranged by the D.D.M.S.

If subsequently found fit they will be sent to reserve or other units, and if found unfit they will be discharged.

Those found unfit for service abroad but fit for service at home, will be sent to reserve units or retained at the depots.

In the case of partial mobilization special instructions will be issued regarding those found medically unfit.

CHAPTER XI

PERSONNEL QUESTIONS.

SECTION 25.

Reeruiting—Terms and Conditions of Service—
Extension of Service—Re-engagement—Prolongation
of Service—Continuance in the Service.

(Books of Reference :—Regulations for Recruiting ; Manual of Military Law ; King's Regulations ; Recruiting Memoranda ; Army Orders ; Royal Warrant for Pay ; Army Council Instructions.)

(1) Recruiting.

The organization for recruiting for the Army is controlled from the War Office through the Commands in the United Kingdom. The D.A.A.G. (for recruiting) at Command Headquarters co-ordinates the work of recruiting within the Command under the orders of the G.O.C.-in-C., the executive work being carried out through the Area Commanders.

Within the areas county recruiting zones are formed, each in charge of a retired recruiting officer. The recruiting officers are assisted in their duties by paid pensioner recruiters, civilian clerks, and recruiting office attendants. This system ensures continuity of personnel for recruiting work in the event of mobilization.

The recruiting officers carry out their duties under the orders of the area commanders.

Recruiting is carried out primarily on a county basis, London forming a general pool for use as required, and certain other large towns are similarly used as pools in their particular commands or areas. The county basis ensures the closest co-operation with

the Territorial Army units of the county, and the co-operation of the permanent staff of Territorial Army units is an important factor in connection with recruiting.

Retired recruiting officers and paid pensioner recruiters are subject to military law.

The arrangements for recruiting for infantry of the line have recently been revised in conformity with the reorganization of infantry depots, and in order to facilitate the rapid formation of complete squads of recruits at these depots. With this object in view, the various county recruiting zones are arranged in groups, the groups being formed as far as possible from zones located in the same area.

A recruiting priority list is prepared from time to time by the War Office, showing the requirements of the various regiments as regards recruits. Based on this priority list, all recruiting zones in each group concentrate their efforts on the formation of squads of 30 recruits in turn at each of the depots affiliated to the group, the number of squads formed for each regiment depending on their varying requirements as shown in the priority lists.

In the event of a man presenting himself for enlistment in a particular regiment for which a squad of recruits is not being formed at the time, he will be invited to join some other regiment for which a squad is in process of formation. Should he decline to do so, his name and address are taken, and he is informed in due course when he can be accepted for the regiment of his choice. If, however, the individual can prove a family connection or some special territorial reason for joining a particular regiment, he may be accepted for that regiment under special arrangements.

The physical standards for enlistment are fixed by the War Office for all regiments according to their requirements from time to time.

The advantage of this system over that formerly in force is that recruits now arrive at depots in batches of suitable numbers, convenient for training, instead of in twos and threes at any and every time.

(2) Procedure for Enlisting a Recruit.

The process of enlisting a recruit may be divided into the following stages :—

(a) The issue of a *notice paper* (A.F. B. 271A).

The paper is handed to the applicant for enlistment ; it sets out the general conditions of service in the Army, enumerates the questions which the man will be required to answer on attestation, and tells him where and when to report himself.

The candidate is also required to give the name and address of some responsible person who can furnish a written character for him.

(b) *The Primary Military Examination*.—This is an examination carried out by the recruiter, or a recruiting officer, to ascertain whether the applicant is reasonably intelligent, up to the required physical standard, and generally suitable for Army requirements.

(c) *Medical Examination*.—This may be carried out either before or after attestation, preferably before, and is conducted by a qualified medical practitioner, either civil or military, according to circumstances.

(d) *Attestation* is carried out either by an officer authorized to attest recruits or by a Justice of the Peace. It consists in asking the recruit the questions set out on the notice paper ; his answers are recorded on the attestation paper (A.F. B. 271), and

a declaration as to the truth of the answers given is signed by the man ; he then takes the oath of allegiance to the King.

(e) *Final Approval* is then carried out by the recruiting officer or the O.C. Depot. This officer satisfies himself that the attestation is in order, and that the recruit understands the conditions of service. He then appoints the recruit to the corps for which he has been attested.

(3) Terms and Conditions of Service.

Service in the Army is governed by law, and the passing of the Army Annual Act each year by Parliament legalizes the maintenance of a standing army for another year, and fixes its size.

Up till 1847 soldiers were normally enlisted into the Army for life. Between 1847 and 1867 various Army Enlistment Acts were passed, limiting the terms of service and making provision for re-engagements. These Acts culminated in the Army Enlistment Act of 1870, brought in by Mr. (afterwards Lord) Cardwell when Secretary of State for War. This Act introduced the present short service system, *the chief object of which was to secure a body of reserves*, and so to provide for as large a force as possible in the event of war at a minimum cost in time of peace.

The provisions of the Act of 1870 are re-embodied with slight modifications in the Army Act as it exists to-day. The Cardwell reforms were very far-reaching in their effects and they form the basis of our present system of military organization, their nature has been fully set out in a pamphlet entitled : "The Cardwell Reforms—a Retrospect," issued by the War Office in September, 1923, and obtainable from H.M. Stationery Office.

Under the short service system recruits are now normally enlisted for a period of 12 years. A soldier

may engage to serve the whole of his time with the colours, or part with the colours and part in the reserve. In certain circumstances men may enlist directly into the reserve.

This is what is meant by the term "Regular Normal Engagement"—an enlistment for twelve years, to be spent either wholly with the colours or partly with the colours and partly in the reserve. The length of time to be spent with the colours and reserve respectively varies with the different arms of the service, and may vary from time to time with the requirements of recruiting, of drafting for overseas service, and with the needs of the Army Reserve. The normal periods at present in force for different arms are as follows :—

Household Cavalry—8 years with colours ; 4 years with reserve.

Royal Artillery, Royal Engineers, Cavalry of the Line, Royal Tank Corps, Royal Army Veterinary Corps—6 years with the colours and 6 with the reserve.

Royal Corps of Signals—8 years with the colours ; 4 years with the reserve.

Foot Guards, Infantry of the Line, Army Dental Corps—7 years with the colours and 5 with the reserve.

Limited numbers in some of the above corps are also taken for 3 years with the colours and 9 with the reserve.

The R.A.S.C. and R.A.O.C. have varying terms of enlistment in accordance with the requirements of the different natures of tradesmen employed and the requirements of their reserves.

Boys are enlisted for varying periods of colour and reserve service, according to the nature of the training they are to undergo.

The periods at present in force are :—

- (a) Boys for training as bandsmen, trumpeters, buglers, drummers and pipers—9 years with colours ; 3 years reserve.
- (b) Boys for training as artificers for R.A. and armourers for R.A.O.C.—12 years with colours ; nil reserve.
- (c) Boys for training as tradesmen in the R.E.—6 years with the colours ; 6 years reserve.
- (d) All other boys—8 years with colours ; 4 years reserve.

In all cases the above terms of service for boys count from the date of attaining the age of 18 years.

It is sometimes necessary to enlist soldiers for some period less than the normal of 12 years. An enlistment for any period less than 12 years is called "A special short service engagement." An occasion when this was done is instanced by the conditions arising at the end of the Great War. The bulk of the Army was at that time serving on duration of the war engagements, or was due for discharge in the ordinary course on termination of their normal engagements. The immediate requirements of the Army were then met by enlisting soldiers on special short service engagements of 1, 2, 3, or 4 years without any obligation as to reserve service, as well as by enlisting men on normal engagements. This caused a temporary shortage of numbers in the reserve, as larger numbers than usual were due for discharge on completion of service in the next few years. This is now being adjusted by transfer to the reserve of normal engagement men in the ordinary course as well as by other means.

(4) Extension of Service.

Having enlisted on a regular normal engagement, say 7 years with the colours and 5 years in the reserve as in the case of infantry, a soldier may decide that he

would like to serve the full period of 12 years of his engagement with the colours instead of being transferred to the reserve at the end of his seventh year. To do this he must "extend his service."

Similarly, soldiers enlisted on special short service engagements may, in certain circumstances, "extend their service" to normal engagements of 12 years or to some period less than 12 years.

In considering the conditions under which soldiers are allowed to extend their service, it is necessary to bear in mind certain factors in this connection.

The first requirement of our Army in peace is to build up a reserve for expansion on mobilization; to do this a steady flow of recruits into the Army and of trained men into the reserve must be ensured.

Secondly, we require sufficient men with long enough periods of colour service to justify their being sent overseas to maintain our foreign garrisons; and, thirdly, we must ensure the retention with the colours of enough senior W.Os., N.C.Os. and selected other ranks to enable cadres to be formed for training in the event of mobilization.

To meet these varying requirements a limit is placed on the number who are allowed to do all their service with the colours to the exclusion of reserve service. And instructions are issued annually by the War Office to officers i/c records showing the maximum number of W.Os., Class II, and other ranks who can be allowed to extend their service to 12 years with the colours in the succeeding twelve months.

It should be noted that a W.O., Class I., has the *right* at any time to extend his service to complete 12 years with the colours, provided that he is medically fit for service at home and abroad. Other soldiers may extend their service under the conditions outlined below.

- (i) If serving on *special short service engagements* the conditions of extension are governed

by Army Orders, which are published from time to time. Approval in all cases resting with the officer i/c records.

- (ii) If serving on *normal engagements*, of which the term of *colour service is less than 6, 7, or 8 years*, according to the corps to which they belong, soldiers will be allowed to extend their service only within the requirements of their corps as notified by the War Office. Applicants must have completed 6 months' service, be of good character, and medically fit for service at home and abroad. They may then be allowed to extend their colour service to the normal 6, 7, or 8 years as the case may be the officer i/c records being the approving officer.
- (iii) Extension to *complete 12 years* with the colours. With the exception of W.Os., Class I, as mentioned above, extensions will only be permitted within the numbers allowed as the annual quota, and subject to the approval of the officer i/c records. Subject to these conditions extensions will be allowed in the following circumstances :
 - (a) A W.O., Class II, or N.C.O., not below the rank of sergeant, may be permitted to extend his service provided that he is medically fit for service at home and abroad, and recommended by his C.O.
 - (b) Soldiers below the rank of sergeant who are medically fit for service at home and abroad, and recommended by their C.O., may be permitted to extend their service after they have entered their last year of colour service (*i.e.*, the 6th, 7th, 8th or 9th year of colour service according to the terms of their current engagement).

Extension of service to complete 12 years with the colours will be carried out on A.F. B. 221, and will be approved in all cases by the officer i/c records concerned.

No warrant officer or other rank will be permitted to extend his colour service after having been sent home from abroad for transfer to the reserve.

(5) Re-engagement.

A soldier having extended his service to complete 12 years with the colours may decide later that he would like to remain in the Army in order to qualify for a pension. To do this he must re-engage. "Re-engaged" means a soldier of the Regular Army who has re-engaged to complete 21 years' colour service under Section 84 of the Army Act and the provisions of King's Regulations.

The conditions under which soldiers may re-engage to complete 21 years' colour service are as follows :—

- (i) W.Os., staff-sergeants and sergeants have a *right* to re-engage after completing 9 years' service.
- (ii) Other ranks *may be permitted* to do so after completing 11 years' service.
- (iii) In all cases the soldier must be efficient and medically fit for service at home and abroad, and of good character.
- (iv) A G.O.C.-in-C. at home, or a divisional commander in India can veto the re-engagement of a W.O., staff-sergeant or sergeant.
- (v) If a soldier wishes to re-engage to serve in some other corps, application for transfer to that corps must first be made, and the soldier must of course conform to the physical standards of the new corps in such cases.

(vi) Re-engagements are not permitted in the case of soldiers who have been sent home from abroad, having declined to re-engage while serving abroad, or when sent home from abroad for free discharge after 12 or more years' service.

(6) Prolongation of Service.

Under the Army Act a soldier's service may be "prolonged" up to 12 months beyond the date he would otherwise be entitled to be transferred to the reserve or discharged in the following circumstances :—

- (i) When a state of war exists.
- (ii) When he is serving overseas.
- (iii) When the reserves are called out.

The first of these three cases is an obvious necessity in the country's interests.

The second enables advantage to be taken of the normal trooping season facilities and avoids the expense to the country of having to send soldiers home from overseas when no transports are available.

The third may be necessary in times of national emergency, such as in the event of serious industrial disturbances.

(7) Continuance in the Service.

Continuance in the service must not be confused with prolongation of service. Continuance means a soldier of the Regular Army who has been allowed to continue serving with the colours beyond 21 years, under Section 85 of the Army Act and the provisions of King's Regulations.

Continuance is in all cases a privilege and never a right.

The officer i/c records of the corps concerned is the competent military authority under the Army Act for authorizing continuance in the service. In all cases the applicant must be efficient and medically fit for

general service. Speaking broadly, continuance is not allowed when there are supernumeraries in the rank of the applicant, or in the next higher rank, serving in his corps.

W.Os., Class I (except bandmasters) provided that :

- (a) There are no supernumerary W.Os., Class I, in the corps awaiting absorption.
- (b) Their retention is desirable ; and that
- (c) They are medically fit for service at home and abroad,

will be permitted by the officer i/c records, when serving in the last year of their current engagement, to continue in the service beyond 21 years for such period as may be necessary to enable them to complete 5 years in the rank of W.O., Class I.

Continuance is normally allowed in cases where the applicant has boy's service to his credit, as this service does not count as "qualifying service" for pension, and applicants will be allowed to make good such service for pension by continuance beyond 21 years.

Other soldiers, provided that there are no supernumeraries in the same or next higher rank awaiting absorption within the corps, may be permitted by the officer i/c records when the soldiers are in the last year of their service, for fixed periods of one year at a time beyond the expiration of their current engagements, subject to medical fitness and to their retention being in the interests of the service.

Soldiers permitted to continue in the service may claim their discharge at any time on giving 3 months' notice to their C.O. This period may be reduced in the interests of the individual on satisfactory grounds.

A C.O. may bring forward a soldier (other than a W.O. Class I) who has been allowed to continue, for discharge at any time. One month's notice is generally given in such cases.

SECTION 26.

Transfers and Discharges—Composition of the Army Reserve—Transfers Between Corps—Transfers to the Reserve—The Supplementary Reserve—Discharges.

(Books of Reference :—Manual of Military Law ; King's Regulations ; Instructions for Effecting Discharges and Transfers to the Reserve ; Regulations for the Army Reserve ; Royal Warrant for Pay.)

(1) Definitions.

There are certain terms in common use in the army, the meanings of which are frequently misunderstood, due to the terms being rather loosely used in ordinary conversation, and sometimes in official publications. The meaning of the terms "Attachment," "Posting," and "Transfer" are instances of this. It is important that the military significance of these words should be correctly understood as it affects the status of the soldier.

Attachment means moving a soldier temporarily from his corps and attaching him for pay, rations, quarters and discipline, or any one of these to some other unit. This in no way affects the soldier's status in his own corps, and it can be done without his consent.

Posting is the term applied to the movement of a soldier within his own corps from one part of it to another ; as, for example, from one battalion to another, or to the depot of the same infantry regiment, or from one battery to another of the same branch of the artillery. This can be done without the soldier's consent.

Transfer means moving a soldier from the corps in which he is serving to some other corps, or to the reserve. For example, moving him from the Royal Sussex Regiment to the Royal West Kent Regiment, or from the artillery to the cavalry. A soldier can at any time be transferred with his own consent. He can

only be transferred without his consent in certain special circumstances, or when he is transferred to the reserve on completion of his colour service.

(2) Transfers Between Corps.

In Section 83 of the Army Act it is provided that a soldier, whether enlisted for general service or not, when once appointed to a corps, shall serve in that corps for the period of his army service. He can only be transferred without his own consent in the following circumstances :—

- (a) In the first three months of his service he can be compulsorily transferred to another corps, of the same branch of the service, by order of the competent military authority (G.O.C.-in-C.).
- (b) He can be compulsorily transferred as a punishment for a military offence, or for the purpose of retaining him in a certain place when his corps is moved.

As regards transfer as a punishment, a soldier who has been found guilty of desertion or fraudulent enlistment, or who has been sentenced to not less than three months' detention, may have his punishment wholly or partly commuted into a liability for general service. He may then be transferred from time to time to any corps.

Transfers on movement of a corps may be made when a soldier has been invalidated from abroad, or his unit having been ordered abroad and he is unfit, or within two years of termination of his colour service or date of discharge. In such circumstances a soldier may be transferred compulsorily to another corps of the same branch of the service in the United Kingdom. Similarly, if the soldier is serving abroad and his corps is sent home and he has more than two years to serve, he can be transferred so as to remain abroad unless he has extended his service.

(3) Procedure for Effecting Transfers between Corps.

The procedure is described in King's Regulations and in Army Council Instructions, and is briefly as follows :—

The soldier having applied for transfer, his C.O. forwards a descriptive return of the man (A.F. B. 241) to the C.O. of the new unit. On this return any objections or disqualifications are noted. If the C.O. of the new unit accepts the transfer he signs the transfer form and returns it ; the soldier's C.O. then carries out the transfer, or applies for authority to do so in special cases where this is required by King's Regulations.

The transfer is reported in Part II Orders of the old unit, on the day the soldier leaves, and in the Part II Orders of the new unit the day he joins. Documents are transferred, and the man is struck off the strength of his old unit and taken on the strength of the new unit, by the officers i/c records concerned.

N.C.Os. can only be transferred when a vacancy exists in the new unit for a man of that rank.

When a soldier is transferred the conditions of his service will be changed if necessary to conform to those of the new corps. The conditions governing special types of transfer, as for example, transfers to technical corps are laid down in the King's Regulations.

(4) Transfer of Officers.

Officers on receiving commissions as such are, like the men, appointed to various corps, but are all alike—officers of His Majesty's Land Forces, and they have Army rank as such, which may or may not be the same as their regimental rank. They are consequently legally liable to serve with any portion of the Army, if so ordered, and not merely with the unit to which they are first appointed. In practice, however, they are not normally required to change their corps.

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(5) Composition of the Army Reserve.

(a) Reserve of Officers (vide Royal Warrant for Pay etc., Article 660 et seq.)

Under the provisions of the Royal Warrant for Pay an officer of the Regular Army who retires on retired pay, or with a gratuity, becomes automatically an officer of the Reserve of Officers and is liable to be recalled to army service in time of emergency or threatened emergency, until he reaches a certain age according to his rank. The ages now in force are :—

For officers retired with the rank of—

Lieutenant, Captain or Major	...	50 years.
Lieutenant-Colonel or Colonel	...	55 years.
General Officers	...	67 years.
Medical, Veterinary and Departmental Officers	...	55 years.

Officers retiring under Indian Army Regulations have no such liability.

It should be noted that an officer has no legal right to resign his commission at all times and in any circumstances whenever he pleases.

Commissions in the Regular Army Reserve of Officers may also be granted to officers who have previously held commissions in the Regular Forces, Special Reserve, Indian Military Forces, The Militia, The Territorial Army, The Field Armies during the Great War, etc., under conditions as to age and service as laid down in the Royal Warrant for Pay, 1926, Article 691 et seq.

The Regular Army Reserve of Officers is divided into two classes :—

Class I consists of officers who are fit for general service, are within the age limits laid down in the Royal Warrant, Article 665, and who fulfil such other conditions as may be laid down by the Army Council.

Class II consists of all other officers appointed to the Regular Army Reserve of Officers.

(b) The Army Reserve.

The Army Reserve consists by law of two classes ; Class I (which includes the Supplementary Reserve) being liable to serve at home or abroad, Class II being liable to serve at home only. This latter class is non-existent at the present time.

Class I of the Army Reserve is now divided into three sections, "A," "B," and "D." Section "C" was abolished in 1904 and all men then serving in it were transferred to Section "B."

Section "A" of the Army Reserve consists of a limited number of reservists of selected branches of the Service. Under the Territorial and Reserve Forces Act, 1907, the maximum number of this section is 6,000, but the strength is at present restricted to 3,000.

Enrolment into this section is restricted to men whose character on transfer to the Reserve was not lower than "Good," who are medically fit for service at home and abroad, and who engage at the time of their first transfer to the Reserve, or are permitted to join it from Section "B" within the first twelve months of their transfer to the Reserve. Married men may be accepted.

Men on joining Section "A" will be required to serve in it for a year ; but if medically fit for service at home and abroad, may be allowed to re-engage for not more than two years from the date of transfer to the Reserve. During the term of their engagement they will be liable to be called up for service with the Colours, irrespective of whether reservists of Sections "B" and "D" are called out or not, and without the necessity of previous proclamation or communication to Parliament. They will not be liable as members of this section to be called out for service with the Colours unless they are required to serve outside Great Britain and Northern Ireland, when warlike operations are in preparation or in progress. When so called out for service they will not be liable to serve for more than

twelve months with the Colours. They will, however, at all times be liable to be called out on permanent service by Proclamation under Section 12 of the Reserve Forces Act, 1882. The rate of pay will be 1s. 6d. a day, payable quarterly in arrear, and will be in lieu of the ordinary Army Reserve pay.

On termination of their engagement in Section "A," men will be transferred to Section "B."

Section "B" consists of those soldiers, enlisted on normal engagements, who, having completed their period of colour service, are transferred to the Army Reserve to complete the period of their original engagement.

Section "D" consists of those soldiers, who, on completion of their first period of engagement of 12 years, whether all with the colours or partly with the colours and partly in the reserve, are enlisted or re-engaged for a further period of 4 years' service in this section. In certain circumstances, and in accordance with the requirements of the reserve from time to time, enlistments and re-engagements for Section D may also be carried out for lesser periods of 1, 2, or 3 years. Certain other ex-soldiers and certain classes of technical tradesmen can also be enlisted into Section "D" of the Army Reserve.

Soldiers in this section have the same liability as those in Section "B," namely, to be called out for service anywhere in time of national emergency. They can then be held to serve for the unexpired portion of their reserve service, and for an additional year if so directed by the competent military authority.

Soldiers in both Sections "B" and "D" receive one shilling a day reserve pay. This pay is sent to them quarterly in arrear by the Regimental Paymaster responsible, by means of Army Money Orders. These Money Orders can be cashed by the reservist at the Post Office, on production of his identity certificate for stamping by the postmaster at the time of payment. Reservists are liable to 12 days' training

annually or 20 drills. When called out on permanent service they receive army rates of pay according to their rank. Reservists can be called out in aid of the Civil Power, and for annual training, in addition to their liability to permanent service in time of national emergency, when they are called out on the authority of the proclamation signed by the King and on the order of the Secretary of State for War.

Reservists in Section "B" are allotted to units for mobilization purposes under arrangements made by the officers in charge of records of the various corps, in accordance with War Office instructions. Reservists in Section "D" are regarded as a pool for allotment in accordance with circumstances on mobilization.

(6) Transfers to the Reserve.

A soldier is entitled by law to be transferred to the reserve on completion of his colour service, unless his service has been prolonged up to a maximum of 12 months as explained in the previous section.

In certain circumstances a soldier may be transferred to the reserve before the expiration of his colour service ; these cases fall under two heads, viz. :—

- (a) On reduction to the ranks.
- (b) On, what is known as, conversion of service.

In the first case W.Os. and N.C.Os. of between 5 and 12 years' service, who have been reduced to the ranks, may be transferred to the reserve under the authority of a brigade commander, but this cannot be claimed as a right. In the second case, a C.O. may authorize the premature transfer to the reserve of a soldier, within the last three months of his colour service, to enable him to take up employment which cannot be held open. These transfers are subject to the exigencies of the service permitting it, and to verification of the *bona fides* of the offer of employment. There are certain further minor restrictions in connection with premature transfers which are detailed in King's Regulations.

It should be noted that " premature transfers to the reserve " are voluntary on the part of the soldier, except in the case of reduction to the ranks, whereas " conversion " of colour service into reserve service, may be called for by the War Office, although the soldiers affected would normally have further colour service to complete.

On transfer to the reserve a soldier is given a certificate of service and also his identity certificate. This latter document enables him to draw his reserve pay, and it contains his instructions for rejoining the colours in the event of mobilization being ordered, and a railway warrant and cash order for 5/- for use in connection with mobilization as explained in the previous chapter.

(7) The Supplementary Reserve.

The rôle of this reserve has been outlined in Section 2 of this book ; it is raised under the Territorial and Reserve Forces Act, 1907, and the Territorial Army and Militia Act, 1921. It consists of a Supplementary Reserve of officers, provisionally fixed at 2,821, to complete and maintain all arms at full strength on mobilization ; and also of a Supplementary Reserve, provisionally fixed at 21,801, to complete on mobilization the requirements of the Royal Artillery, Royal Engineers, Royal Corps of Signals, Royal Army Service Corps, Royal Army Medical Corps, Royal Army Ordnance Corps, and Royal Army Veterinary Corps, for which the existing First Class Army Reserve does not provide.

All officers commissioned into the Supplementary Reserve will be liable to serve in the event of an emergency with any unit of the Forces in any part of the world ; but they will not be required to serve in aid of the civil power in a domestic emergency. As a rule all officers will be required to carry out preliminary training during their first year of service, and annual

training during peace, except those who on mobilization will perform duties similar to their peace-time profession.

An annual gratuity of £25 will be paid to each officer if he resides within Great Britain or Northern Ireland and carries out the prescribed training. In peace time officers will generally have the same emoluments as Territorial Army officers, and when mobilized will receive the rates of pay and allowances in force for the Regular Army.

Candidates may be accepted from civil life, from the Regular Army Reserve of officers, the Territorial Army, or the Territorial Army Reserve of officers.

As stated in Section 2, the Supplementary Reserve is divided into three categories. The training of Category A, transportation units, is carried out with corresponding regular units. In the case of Category B, certain Supplementary Reserve units of Royal Engineers and Royal Corps of Signals are administered and trained on the same lines as units of the Territorial Army. Other supplementary reservists are borne as supernumeraries upon the strength of Territorial Army units.

Officers, other than those of Supplementary Reserve units, in most cases train with regular units.

Category C of the Supplementary Reserve does no training in peace.

Enlistment is for a period of four years, with the opportunity to re-engage for one, two, three or four years.

Warrant officers, non-commissioned officers and men will be liable to serve in any part of the world, and to be called out when the Army Reserve, or any part of it, is called out by Proclamation. When on service, other ranks will be in all respects soldiers of the Regular Forces; but, as in the case of officers of the Supplementary Reserve, the liability to serve in aid of the civil power will not be enforced.

Bounties of £20, £16 and £12 will be paid annually to men enlisted as tradesmen, according to the group to which their trade is allotted. For all other recruits the annual bounty will be £8. But these bounties will be conditional on the reservists residing in Great Britain or Northern Ireland reporting themselves in writing quarterly and performing any prescribed training. Proficiency grants may also be earned under conditions similar to those pertaining in the case of the Territorial Army.

(8) Discharges.

The terms of enlistment of a soldier are :—“ To serve the Sovereign so long as his services are required within the period for which he agrees to serve.” Consequently the Crown always has the right to discharge a soldier. A soldier cannot be discharged except by order of the Crown, or under some statutory power, such as by sentence of a court-martial, or by the competent military authority under the Army Act.

Within these provisions a soldier can be discharged for a variety of reasons, detailed in the King’s Regulations. For example, he can be discharged, as medically unfit, for misconduct, as unlikely to become an efficient soldier, or because his services are no longer required on reduction of establishment.

He can be discharged at his own request, after 21 years’ service, or on a reduced pension after 18 years’ service. He can be prematurely discharged, if within the last three months of his service, to take up civil employment which cannot be held open.

He may purchase his discharge for £20 if he is within the first three months of his service, or after that for a sum varying from £35 to £100, according to the conditions of his service.

A soldier is entitled to claim his discharge on termination of the period for which he has engaged or

re-engaged, subject to prolongation of service for 12 months, if serving overseas, if a state of war exists, or if the reserves have been called out on permanent service.

On completion of his service a soldier is normally entitled to free conveyance to his place of attestation, or to his home if the latter costs no more, but if he has already been granted this conveyance on transfer to the reserve and has not again been called out on permanent service, he will not be entitled to such conveyance again on final discharge.

Such free conveyance will not, however, be granted in cases of discharge by purchase, or at the request of a parent in cases of men enlisted under age, and in cases of a similar nature detailed in the Allowance Regulations.

On discharge a soldier is entitled to receive a certificate of service (A.F. B 108) unless he has been discharged for misconduct. Until duly discharged and the discharge confirmed he remains subject to military law.

Detailed instructions regarding discharges are contained in the Royal Warrant for Pay, in the King's Regulations, and in Instructions for Effecting Discharges and Transfers to the Reserve.

SECTION 27.

Regulations Regarding the Marriage of Soldiers—
Married Quarters and Marriage Allowance—Pay
Questions—Soldiers' Pensions.

(Books of Reference :—Army Orders ; Army Council Instructions ;
King's Regulations ; Royal Warrant for Pay ; Allowance
Regulations.)

(1) A study of these questions by all officers is most necessary to enable them to protect adequately the interests of the W.Os., N.C.Os. and men under their command. A C.O. is responsible for bringing to the notice of those under his command such regulations on the above questions as affect them.

(2) There is nothing in the regulations to prevent a serving soldier getting married at any time if he wishes to do so, but he is only entitled to recognition as a married man, and to allowances and other privileges as such, when he conforms to certain regulations.

(3) Under the provisions of Army Order 357 of 1920 *all married soldiers* who have attained the age of 26 years, as shown by their birth certificates, and who are legally married, are entitled to *marriage allowance* in respect of their wives and children.

Under the provisions of the Allowance Regulations and the King's Regulations, a *limited number of the married soldiers* in any unit may be placed on the *Married Quarters Roll* of their unit, and they thereby become entitled to accommodation, fuel and light, and rations for their families at stations abroad, and certain other privileges *in addition to* the marriage allowance.

Marriage allowance for married men has now taken the place of the separation and other kindred allowances formerly granted to soldiers in certain circumstances.

The rates of marriage allowance, which include a certain weekly sum in respect of a wife, with additions for each child, are on a sliding scale depending on the cost of living. The index figure for cost of living, published by the Ministry of Labour on January 1st (and notified in Army Orders), fixes the rates of marriage allowance for the following financial year beginning on April 1st.

Marriage allowance is payable in respect of children up to the age at which attendance at school is compulsory, 14 years of age at the present time in most areas, but 15 years of age in certain districts.

Marriage allowance is normally paid to the soldier if he is living with his wife. If the soldier is separated from his wife by the exigencies of the service, for a period exceeding two months, then the marriage allowance is paid to the wife.

(4) Allotments.

When a soldier is separated from his wife by the exigencies of the service, and the marriage allowance is being paid to the wife, a *compulsory allotment* is deducted from the soldier's pay and is issued to the wife along with the marriage allowance. The rates of these compulsory allotments are 4/- a day in the case of W.Os., Classes I and II, 3/- a day in the case of sergeants and N.C.Os. above that rank, and 2/- a day under the rank of sergeant.

When marriage allowance and compulsory allotment is being paid as above to a wife separated from her husband, a *voluntary allotment* may also be made at the wish of the soldier, to be paid to the wife through the agency of the regimental paymaster. In other cases soldiers who wish to make voluntary allotments to their dependants can have this done for them by the regimental paymaster.

(5) The Married Quarters Roll.

The numbers in any unit who may be placed on the Married Quarters Roll are given in the Allowance Regulations. Speaking generally the numbers are :—

Warrant Officers and Staff Ser-

geants 100% at home and 100% in India.
Sergeants 50% at home and 100% in India.

Other Ranks :—

Household

Cavalry ... 7% at home and 4% in India.

Cavalry and
Infantry of
the Line ...

$3\frac{1}{2}$ % at home and 4% in India.

R.A. and Royal
Corps of
Signals ...

5% at home and 4% in India.

R.E., R.A.S.C.,
R.A.M.C.,
R.A.O.C.,

R.A.V.C. ... $5\frac{1}{2}$ % at home and 4% in India.

Before a soldier's name can be placed on the Married Quarters Roll, he must be 26 years of age and the following conditions must be fulfilled—viz. : A vacancy must exist and the commanding officer must satisfy himself both as to the woman's character and the man's good conduct.

(6) Public Quarters.

Soldiers on the Married Quarters Roll are entitled to accommodation in public quarters—or to allowance in lieu. The rules for guidance in the allotment of married quarters are contained in the King's Regulations.

Marriage allowance is intended as a grant towards maintenance and accommodation ; where the soldier is provided with quarters in kind, or the equivalent

in the shape of lodging, fuel, and light allowances, a deduction of 1/- (one shilling) a day is made in respect of the accommodation or allowances provided for him.

To be eligible to draw lodging, fuel, and light allowances, when no public quarters are available at the station, for a soldier on the Married Quarters Roll, the soldier must be living with his family in civilian accommodation at the same station. Though such allowances when in issue are continued during temporary absence on duty even if the soldier himself, during such temporary absence from his station, is accommodated as a bachelor in barracks.

(7) Pay Questions.

Soldiers are divided into two main categories for purposes of pay :—

- (i) Those drawing normal rates of pay.
- (ii) Those drawing tradesmen's rates of pay.

The normal-rate men are all soldiers not classified as tradesmen. The tradesmen's-rate men are those soldiers who have passed a standard test in one or other of a series of recognized army trades, and who are employed at their trades within a definite establishment of tradesmen in their units.

The rates of pay for the various ranks of the army are laid down in the Royal Warrant for Pay.

(8) Proficiency Pay.

All soldiers, except boys, up to and including lance-sergeants, who are in receipt of normal rates of pay are eligible for proficiency pay in addition, provided they possess certain qualifications.

Soldiers drawing tradesmen's rates of pay are not eligible for proficiency pay.

For soldiers enlisted on or after October 26th, 1925, there are two types of proficiency pay, viz :—

Educational proficiency pay, 3d. a day ; and

Military proficiency pay, 3d. a day.

To be eligible for the former, a soldier must—

- (a) Have completed his recruit's course of training.
- (b) Be in possession of a Second Class Certificate of Education.
- (c) Be certified by his C.O. as in all respects physically capable of performing the duties of his rank in the arm of the service to which he belongs.

To qualify for military proficiency pay, the soldier must—

- (d) Have at least one year's service (excluding service as a boy) with the colours.
- (e) Be certified by his C.O. to be in all respects a thoroughly trained and efficient soldier. (This qualification will include a satisfactory physical standard and special qualifications according to the arm or branch to which the soldier belongs.)

For soldiers enlisted prior to October 26th, 1925, there is only one type of proficiency pay, at 6d. a day, the qualifications for which are those given under (b), (c), (d), and (e) above.

To be able to retain the old type of proficiency pay or the new military proficiency pay, the soldier must maintain the necessary standards of physical and professional efficiency to the satisfaction of his C.O. This latter rule also applies, in the case of soldiers enlisted on or after October 26th, 1925, to the increment of pay admissible after three years' service in the rank of private or equivalent rank.

(9) Tradesmen's Rates of Pay.

The various trades at which soldiers are employed in the army are divided into five groups, A to E, and the rate of pay for tradesmen, up to and including the rank of lance-sergeant, depends upon the group in which their trade is placed. W.O.s. and N.C.O.s. above the rank of lance-sergeant, who are tradesmen,

draw a rate of pay according to their rank, which is the same for all trade groups.

Private soldiers who are tradesmen are divided into three classes in their respective trades, according to the skill they possess as tradesmen, and they are paid accordingly. They may be promoted or disrated in their classes according to the standard of skill maintained.

(10) Soldiers' Pensions.

(i) To give a soldier *a right* to a pension three things are necessary :—

- (a) He must be serving with the colours at the time of his discharge.
- (b) He must have 21 years' service.
- (c) He must have a minimum of 10 years' qualifying service.

Qualifying service means unforfeited service with the colours given after attaining the age of 18 years.

(ii) A soldier *may be granted* a pension with less than 21 years' service to his credit under the following conditions :—

- (a) He must be serving with the colours at the time of his discharge.
- (b) He must be serving on an engagement which, if completed, would have amounted to 21 years.
- (c) He must have a minimum of 10 years' qualifying service.

Under these conditions he may be granted a pension after 18 years, at the full rate according to his service if discharged for the benefit of the public service ; after 18 years, at the rate according to his service less 10%, if discharged at his own request ; after 18 years, at a

rate not exceeding 90% of the full rate according to his service, if discharged for inefficiency ; after 14 years, at the full rate according to his service if discharged on reduction of establishment.

He may in certain circumstances be granted a disability pension if discharged on account of a disability arising from his service, but this is a separate question to a service pension.

Soldiers' service pensions are calculated at the rate of 1½d. per diem for each full year of qualifying service with an addition for each full year served in each rank above that of private or equivalent. Incomplete years in any rank count towards the service in the next rank below. A soldier cannot claim pension in respect of service in any rank higher than that held by him at the date of discharge, and that rank must have been held by the soldier for the 12 months immediately preceding discharge.

CHAPTER XII

PAY DUTIES.

SECTION 28.

Pay Duties in Peace and War.

(*Vide Pay Duties Manual ; Financial Instructions ; Royal Warrant for Pay ; Allowance Regulations ; Field Service Regulations.*)

(1) General.

The pay accounts of all soldiers are audited by the regimental paymasters at certain fixed centres. An account is kept for each soldier in the pay list of his unit in which he is credited with the pay and allowances to which he is entitled by regulation and debited with all cash payments made by the company (or other) commander, and with all charges or stoppages notified by the company commander.

Changes in the rates of pay or allowances to which a soldier becomes entitled from time to time by reason of promotion, marriage or from other causes, and stoppages of pay arising from disciplinary awards and similar causes are notified to regimental paymasters in the Part II Orders of the unit concerned.

Actual cash payments are made to the soldier, normally once a week, by the company (or equivalent) commander, and this officer renders an account of these payments to the regimental paymaster on the appropriate Army Form—that is in the Company Account (A.F. N. 1504A) or on A.F. N. 1510 for attached men.

(2) How Cash is Obtained.

The actual cash which the company commander requires for the payment of the men, for the settlement of company bills and any charges properly payable from public funds, is obtained from the cashier of the command on what is known as an "Imprest." This is done by sending a requisition for cash (A.F. N. 1487) to the cashier at command H.Q. This latter officer then normally pays the amount required into the company's banking account at the bank named on the requisition.

As soon as this money is received it must be entered on the receipts side of the cash book, or Company Account.

The money is then drawn from the bank as required in the normal way by presenting a cheque.

(3) Accounts Kept by a Company (or equivalent) Commander.

The company commander accounts for all public money handled by him :—

- (a) In the Company Account (A.F. N. 1504 A).
- (b) In the Pay List (A.F. N. 1502).
- (c) In the Postage Book (A.B. 97).

Company funds, officers' mess accounts and similar funds which are regimental, as opposed to public accounts, do not appear in the Public Cash Book or Pay List. They must be kept entirely separate.

In the Company Account a company commander accounts for every receipt and payment of public money made by him. It should be kept by him personally in this own handwriting.

Every withdrawal of cash from the bank, or payment of cash to the bank involves an entry on both sides of the Company Account.

The Company Account is balanced monthly and on handing over the account.

(4) **The Company Account** (A.F. N.1504 A) is composed of the following :—

Form I.—The company commander's bank and cash account.

Form II (A to E).—A. Summary of pay and mess rolls of men attached for pay and rations ; B. Summary of rolls of men attached for rations only ; C. Recapitulation of rations admissible ; D. Specification of vouchers ; E. Reconciliation statement.

Form III.—The company commander's account with the paymaster.

Form IV.—The barrack damage account.

Form V.—The balance sheet.

Two copies of this account are prepared. The duplicate copy remains always in the possession of the company commander.

(5) **Company Bills.**

There are two kinds of company bills :—

- (a) Bills chargeable against the soldier ; and
- (b) Bills chargeable against the public.

Bills chargeable against the soldier include such items as charges in connection with loss or damage of public clothing and equipment, charges for barrack damages, and stoppages. Such charges are entered against the names of the individual soldiers in the " Bills paid " column of the Pay List. The totals are carried to the summary of the Pay List and then to the Debtor side of Form III of the Company Account, the charges being supported by the necessary vouchers.

In the case where the actual bill (say for repair work) is paid by the company commander, the pay-

ment is entered in the Company Account (Form I) and the amount is charged against the soldier in the Pay List, the receipted bill being attached as a voucher to the Company Account.

Bills chargeable against the public include charges in connection with fitting and marking of clothing, billeting charges, postal charges, contingent allowance, etc. In these cases the bills are paid by the company commander and entered as a payment in the Company Account (Form I) and claimed in Form III of the Company Account under the heading "Other Items Due From The Public." The necessary receipts are attached in support of the entries.

(6) Contingent Allowance.

Contingent allowance is an allowance based on the rank and file establishment of the unit and is intended to cover such expenses as are properly chargeable to army funds and cannot be classified to other heads, such, for example, as provision of barrack cleaning materials and certain classes of repairs. The amounts that can be claimed are given in the Allowance Regulations. One-twelfth of the annual allowance is claimed monthly in Form III of the Company Account. It is shown as a payment in Form I of the Company Account, and a separate account is kept of the detailed expenditure of this money allowance.

(7) Postage Account.

The full details of the postage expenditure are kept in the Postage Book (A.B. 97). The total amount of this expenditure is claimed on the credit side of Form III of the Company Account, the entry being supported by the necessary Army Forms as vouchers (A.F. P. 1940 for postage, A.F. O. 1806 for money orders commission).

When stamps are bought, or telegrams sent, or poundage paid on money or postal orders, the amount of the payment is entered in Form I of the Company Account.

(8) The Pay List (A.F. N. 1502).

Each soldier's account is shown in full detail in the Pay List (A.F. N. 1502), a specimen of which is in the pocket at the end of the book. The headings of the various columns in this form are self-explanatory and an explanation is given hereunder of the entries in each soldier's account, shown on the specimen form, from which it will be possible to follow the reasons for the various payments and charges made. The totals of each folio of A.F. N. 1502 are carried to the summary which also contains the witnesses' signatures, certificate and the agreement account required by regulations.

In the compilation of the account a number of abbreviations are used to denote the various charges and payments recorded, a list of these abbreviations is printed on the cover issued with Army Form N. 1502.

The Company Commander's Account with the Paymaster is completed by the compilation of the Company Account (A.F. N. 1504A), as explained in the previous paragraphs.

Reference should now be made to the accompanying specimen of Form B. of A.F. N. 1502 and the following notes can then be compared with the entries made in each soldier's account.

The third column of this form containing the Army numbers and names of the men is completed in the Pay Office. This column, in addition to the soldier's name and number, shows his date of enlistment (E. 1.6.22), whether proficiency pay is in issue (P=proficiency pay. E.M.=educational and military proficiency pay); whether marriage allowance (M.A.) is in issue; or whether the soldier is on the Married

Quarters Roll (M.Q.) ; 2 C. and a date (2 C. 2.3.24) shows the date of obtaining a second-class certificate of education ; the letters (A.8, B.60, D.29, etc.) are merely Pay Office numbers of reference for each man to the accounts kept in that office.

All the above details are printed in by the Pay Office before sending A.F. N. 1502 to the unit, as are also such permanent charges such as insurance, marriage allowance once duly authorized. The remainder of the form is completed by the company accountant.

When each month's account is completed it is signed by the soldier concerned in the space beside his own name on the form.

Taking each account in turn :—

Account No. 1.—This soldier is drawing proficiency pay and is on the Married Quarters Roll ; he is entitled to clothing allowance at the higher rate for a guardsman ; he gets marriage allowance in respect of his wife and one child ; he was granted 7 days' leave, notified in Part II Orders, No. 67 ; he draws lodging allowance and fuel and light allowance. While on leave he receives ration allowance instead of rations in kind. Under the heading "Other Debits" he is charged 1s. 6d. insurance and 1s. a day is deducted in respect of lodging allowance paid to him as he is in receipt of marriage allowance, this deduction being made for the period of 28 days (4 weeks) for which marriage allowance has been credited. He drew pay as a casual payment on the day before he went on leave, and in the ordinary course at the pay table on three other pay days. He had small bills at the tailors' and shoemakers' shops, and he drew certain items of clothing and necessaries on repayment from the quartermaster's stores, these being entered on A.F. H. 1181.

Account No. 2.—This account illustrates the case of a soldier who is posted to another company with a credit balance on his account. His balance credit is

therefore debited in the account of his former company to balance the account and it will be credited in the account of the company to which he is now posted.

This soldier is drawing military proficiency pay at 3d. a day; he is at present in receipt of the lower rate of clothing allowance, but will become entitled to full dress allowance (F.D.C.) in May, 1929. The balance credit of his account on transfer to "A" Company is shown thus "B/T A £3.2.5" under the heading "Other Debits" in order to balance his account in the company he is now leaving. His posting to "A" Company is shown in Part II Orders No. 80.

Account No. 3.—This soldier is in receipt of educational and military proficiency pay; he is also drawing marriage allowance in respect of his wife (no children); he is entitled to the higher rate of clothing allowance.

Part II Orders, No. 67, shows him admitted to hospital on 4 Jan.

Part II Orders, No. 70, shows him discharged from hospital on 8 Jan.

Part II Orders, No. 78, shows that he was absent from 10 p.m. on 20 Jan. to 8 a.m. on 21st Jan. whereby he forfeits one day's pay by Royal Warrant.

These happenings give rise to a number of adjustments in his account.

The admission to hospital entails :—

- (i) Debit for hospital washing (W/H) 6d.
- (ii) Debit of clothing allowance while in hospital (F.C.A.), 3s. 2d.
- (iii) Credit of kit allowance while in hospital, 5d.

The absence entails the following adjustments :—

- (i) Forfeiture of marriage allowance (F.M.A.), 1s.
- (ii) Forfeiture of pay (F/P), 2s. 6d.
- (iii) Forfeiture of clothing allowance (F/C/A), 8d.

It should be noted in the above connection that marriage allowance is issuable while a soldier is in confinement or detention, but it is forfeited as part of his day's pay under the Royal Warrant in respect of his absence from duty.

Account No. 4.—This soldier is making a voluntary allotment of 6d. a day to some relative (V.A., 6d. a day); his net rate of pay is 3s. a day. He is posted from "B" Company with a debtor balance (B/T "B" 7s. 9d.) so this balance is charged to the soldier under the heading "Other Debits" in the company he joins. The remaining entries in his account are normal and similar to those explained above.

Account No. 5.—This soldier is admitted to hospital (Part II Orders, No. 68) through his own fault and he forfeits proficiency pay in consequence (Royal Warrant Art. 945). This adjustment is made by debiting the soldier's account (F/P 6s. 6d.) under "Other Debits" not by altering the gross charge for pay.

This soldier is not in receipt of clothing allowance (compare Account No. 3 above); he is, however, chargeable with washing, W/H, 6d.), but he is not credited with kit allowance.

Having been admitted to hospital through his own fault, a charge of 1s. 6d. per day is recovered as hospital stoppage (H/Stop. 7/31 £1.17.6). (See Allowance Regulations, 70 (d) (2).) This sum is not recoverable for the date of admission, but from the following date, and is recoverable up to and for the date of discharge from hospital. This charge differs from the recovery of clothing allowance made in Account No. 3 above which is recoverable from the date of admission.

It will be noted that in March, 1929, this soldier becomes entitled to clothing allowance from 16.3.29 and in September full dress clothing allowance for the whole month is due for credit to the pay account. The ration account in this case is a clear example of the method of account for rations, 26 days in hospital, 5 with unit, total 31.

Account No. 6.—This is a case of a "discharge to pension." Ten shillings allowance towards the provision of plain clothes is admissible. The rate issuable depends upon the rank of the soldier (see Para. 268, Clothing Regulations, as amended by Amendment 3 issued February, 1928).

As the soldier enlisted prior to 1st January, 1922, and his discharge was foreseen, no clothing allowance for January is issuable. (See para. 147, Clothing Regulations.)

Had the soldier enlisted on or after 1st January, 1922, he would be dealt with under para. 146, Clothing Regulations. The date of discharge occurring on 10th January, his account is debited with pay 11th-31st.

One week's insurance contribution only is chargeable as he is credited with pay for the week commencing 7th January (Monday) and was discharged on a date prior to the 14th (commencing day of a further insurance week). Insurance contributions are dealt with in paras. 113 to 120, Pay Duties Manual.

It will be observed that a re-credit of 1s. 1 $\frac{1}{2}$ d. has been given in "Other Credits" column, representing three insurance weeks in which pay was not actually credited.

It will also be observed that the final payment is not made until the date of discharge. This is in accordance with War Office instructions. Should the soldier reside at a considerable distance from the unit, payment may be made so as to admit of the man receiving his balance on date of discharge.

The sale of kit is, of course, debited to the soldiers who purchased the clothing, etc.

£2 Pay Warrant Gratuity only is issuable as the soldier proceeds to pension. (See Art. 981 (1) (a) Pay Warrant.)

£5 Gratuity for the Long Service and Good Conduct Medal is payable under Art. 1144 Pay Warrant.

A.F. O. 1637 is rendered in support of these gratuities and returned by pay office after pre-audit.

Had the soldier been in receipt of marriage allowance and which was paid through his pay account, this would have been issuable up to and for date of discharge and the deduction of 1s. for quarters made if on the Married Quarters Roll. (See para. 225 (a) Allowance Regulations.)

Account No. 7.—This account illustrates various casualties :—

(1) Grant of kit allowance (22s. 6d.) on completion of 6 months' service (a second grant of 22s. 6d. will be credited with first issue of clothing allowance). (See paras. 122 and 123, Clothing Regulations.)

(2) *Absence.*—Here the total period of absence is taken to decide how many days' pay is forfeited. Pay is forfeited from 3 p.m. 13th January to 2 p.m. 22nd January (hour of release from detention)=8 days 23 hours=9 days' pay, hence the debit of 18s. The allotment being of a voluntary nature and no marriage allowance is in issue, the "General Rules" to Part I of App. V, Pay Warrant, do not apply. The allotment is therefore continued by the pay office and recovery for the days on which pay is forfeited is necessary.

(3) It will be seen that 1s. 1½d. insurance only is recovered, the man not being in receipt of pay from 14th to 20th January. (See 2 above, which shows pay forfeited for the period.)

(4) Had the soldier been in receipt of clothing allowance, he would have forfeited 2 days' clothing for the absence, but he would *not* forfeit clothing allowance whilst in detention. (Para. 140, Clothing Regulations.) The charge of 6d. detention washing is not charged, as the period of detention is not more than 7 days. (See para. 6 of A.C.I. 90/26.)

Account No. 8.—This account illustrates :—

(1) Issue of special grant on completing one year's service. (Para. 123, Clothing Regulations.)

(2) Grant of clothing allowance from 11.1.29 (the monthly rate is taken at 14s. 3d.). As a clothing month consists of 30 days only, the allowance is issuable from 11th to 30th=20 days. The clothing allowance ready reckoner shows that 9s. 6d. is admissible.

(3) Grant of M.P.P. at 3d. The additional credit due is shown under the "Gross rate" column.

It will be noted that the F.D.C. rate is due in August, 1929. Where a casualty extends beyond the end of the monthly pay list, it may be of assistance if that portion is shown in red ink and thus avoid any possibility of the casualty being overlooked, care being taken to see that the remark is carried forward to the following month's pay list and the necessary adjustment carried out prior to the despatch of the previous month's pay list to the pay office.

Account No. 9.—This class of account will be frequently met with. The soldier having enlisted for 3 years with the Colours, is entitled to £2 Pay Warrant Gratuity only. (See Art. 982, Pay Warrant.)

Plain clothes allowance, 10s., is admissible under para. 268, Clothing Regulations.

The soldier having enlisted on or after 1st January, 1922 (see para. 146, Clothing Regulations), clothing allowance for the month, less one day—*i.e.*, 29/30th, is admissible.

The debit of 8d. clothing allowance adjusts the over-credit. It will again be noted that the over-credit of pay for 30th-31st January is debited to the account.

As the soldier was entitled to pay for 28th January, insurance contributions for that week have been debited.

(*Note.*—Had the man been transferred to the Army Reserve on 25th January, 3 weeks' insurance only, 1s. 1½d., would have been recovered from the man. Attention is drawn to the date on which the final payment was made.)

Account No. 10.—This is an account of a recruit being taken on pay. As the soldier enlisted in January, his name must of necessity be written in by the company accountant. The soldier is taken on pay from the date following that paid by the recruiting officer. It is assumed in this case the recruit was over 18 years of age and entitled to man's pay.

A.F. B. 100 indicates from which date insurance contributions have been paid by the recruit on being enlisted.

In the present case, the recruit's civil insurance card had not been stamped for the week commencing 14th January, and therefore recovery is made for the week, he being in receipt of army pay from 17th January.

If, on the other hand, his insurance card had been stamped for the week commencing 14th January, 9d. only would be charged against the man.

It should be noted that all men joining during the month should be brought on a separate pay sheet, which should be authenticated by the officer making the first payment on that sheet, as laid down in para. 88, Pay Duties Manual. The specimen given is for example purposes only.

GENERAL NOTES.

Marriage Allowance.—Marriage allowance is charged up to and for the last Friday in each month, the charge therefore being for four or five weeks, according to the number of Fridays in each month.

Deductions for Quarters.—This deduction is made for the same period as in previous paragraph.

Lodging, etc.—Claims are made for the calendar month.

Insurance Contributions.—4½d. is recovered for each insurance week (Monday to Sunday) in which the soldier is entitled to regimental pay.

Abbreviations in Pay List.—

- “ P ” indicates the soldier is in receipt of proficiency pay.
- “ E ” indicates the soldier is in receipt of educational proficiency pay.
- “ M ” indicates the soldier is in receipt of military proficiency pay.
- “ M.A.” indicates the soldier is on the Marriage Allowance Roll.
- “ M.Q.” indicates the soldier is on the Married Quarters Roll.
- “ Net 2/-” indicates an allotment and compulsory stoppage is in issue.
- “ F.D.C.”=Full dress clothing.

*Clothing Allowance Deductions.—*The daily rates are shown in the ready reckoner issued with A.C.I. 294/28. No other calculations must be made.

*Voluntary and Compulsory Allotments.—*These are recovered by calendar month.

Stoppages paid to C.C. Officers and other Payees. (A.F. B. 282).—Payment is recovered up to and for the last Sunday in each month. Full instructions will always be issued by the pay office on these cases.

(9) Taking Over Command.

- (a) The officer handing over should balance the Company Account on the day of handing over the account.
- (b) The balance at the bank should be verified with the Bank Pass Book, due allowance being made for any unpresented cheques.
- (c) The amount of actual cash balance and of postage stamps in hand should be verified.
- (d) The vouchers or receipts supporting all payments should be checked with the Company Account.

- (e) The last Pay List should be compared with the Company Account to ensure that any disallowances or observations of the paymaster have been adjusted.
- (f) If any vouchers required are not available at the time the necessary information for obtaining them should be secured.
- (g) It should be ascertained that all company bills for the previous account period have been settled.
- (h) The Postage Account and Contingent Account should be checked similarly.
- (i) The Company Account should then be signed by both the officer handing over and the officer taking over the account.

The following is a suggested certificate for use on transfer of a company :—

I certify that I have taken over command of _____ Company from _____ on _____

I took stock of the clothing, necessaries, vehicles, stores, arms, ammunition, accoutrements, animals, equipment and harness, and all other public property on company charge. The numbers and quantities agree with the balances shown in the several accounts (or otherwise as the case may be).

I am satisfied that everything is in good and serviceable condition except _____

I certify that I have satisfied myself :—

(1) That the cash payments during the account period as shown in the Company Account agree with the entries in the Pay List ; also that they are supported by receipts and vouchers where necessary.

(2) That all company bills have been paid to the end of the preceding account period.

(3) That the amount handed over, whether in the form of a bank balance, cash, or stamps, agrees with the balance shown by the Company Account. The bank balance has been verified by the Pass Book, allowance being made for any outstanding cheques.

(Signature of officer taking over) _____

I certify that I have handed over to _____

on _____ the whole of the clothing, necessaries, vehicles, stores, ammunition, arms, accoutrements, animals, equipment and harness, and all other public property on charge.

(Signature of officer handing over) _____

Note.—This certificate in no way relieves the officer handing over for any disallowances which may arise in respect of any period prior to such handing over.

(10) Drafts for India.

When troops proceed to India, either with their units or as drafts, they become a charge against the Government of India from the date of embarkation. It is necessary, therefore, for the accounts of individual soldiers to be balanced up to the date of embarkation, to enable the necessary financial adjustments to be made between the India Office and the War Office.

As soon as men are detailed for a draft, and at least seven days before embarkation, the paymaster must be notified on the appropriate Army Form (A.F.O. 1812A). The paymaster completes this form, showing the balance due to each man, and allowing for the advance of pay for the journey authorized by the Pay Warrant, and returns it to the company commander. Any necessary adjustments owing to payments made or to fines or stoppages occurring prior to embarkation are then made and notified to the

paymaster and the balance is handed over to the officer conducting the draft. When the draft finally embarks, a corrected nominal list is sent to the paymaster of those men who actually embarked. Their accounts are then closed and the necessary transfer pay documents are prepared by the paymaster.

Nominal rolls of the men embarking, showing the amounts due to each man, a separate roll for each party proceeding to a different destination, are handed over to the officer conducting the draft. Cash required for the payment of the men during the voyage is placed on board by the embarkation commandant at the port of embarkation, having been demanded by the O.C. Unit from the paymaster concerned.

On the journey when the men are paid, the amounts are entered against their names on the nominal rolls and the men sign the rolls as a receipt. These nominal rolls are sent to the new company commanders, who adjust their pay lists and returns them to the paymaster.

(11) Drafts for Colonial Stations.

In the case of soldiers proceeding to colonial stations, their cost remains a charge upon the Home Government and no closing of the men's accounts is necessary as in the case of drafts for India. In this case the company commander calculates the approximate balance due to each man, including the advance allowed for the journey, and this sum is demanded from the paymaster and placed on board ship by the embarkation commandant. The procedure for paying the men on the journey and for ultimate disposal of the received nominal rolls is then the same as in the case of men proceeding to India.

(12) Mobilization.

On and after mobilization a unit remains in the payment of the fixed centre paymaster by whom it is paid in peace. The peace pay accounts are closed on

the day preceding that of embarkation. After embarkation the troops are paid on the active service system, described below. Before embarkation, the Pay List and the Company Account, closed if possible, together with all received bills, vouchers, etc., is forwarded to the regimental paymaster. Any outstanding balances and the Bank Pass Book will also be forwarded to the paymaster by registered post.

(13) Pay on Active Service.

On active service, when cash is required for the payment of the men, it is obtained from the field cashier on demand. The money is accounted for on an Imprest Account (A.F. N. 1531A). This account is kept by the company commander in duplicate. The original is balanced monthly and forwarded with all necessary supporting vouchers to the base pay office. This account is a simple statement of all moneys received and payments made.

For pay purposes on active service every soldier is provided with a Pay Book (A.B. 64). In this book, in addition to particulars, of the soldier's rank and name, his rate of pay, any allotments he is making, and his net daily rate of pay is shown. Whenever the soldier is paid the amount is entered in his pay book and is signed by the company commander. At the same time an entry is made of the amount on the acquittance roll against the soldier's name and this is signed by the soldier as a receipt.

The Acquittance Roll (A.F. N. 1513A) is a nominal roll of the men of the company, showing the unit to which they belong, their army number, rank and name, the amounts paid to the men, the men's signatures and the signature of the officer making the payment. When completed, signed and numbered, the original acquittance roll is forwarded to the base pay office, the duplicate being kept for reference. Men of different corps are shown on separate acquittance rolls. The rolls are ultimately forwarded from

the base pay office to the regimental paymasters concerned to enable the accounts of the individual soldiers to be adjusted.

Forfeitures of pay, fines, or stoppages incurred by individual soldiers are entered in their A.Bs. 64 in the same manner as cash payments, but in these cases no corresponding entry is made in the Acquittance Roll. In respect of such awards the soldier's account is adjusted by the Paymaster from the entries appearing in Part II Orders of the unit.

It will thus be seen that by adding together the total cash payments and charges shown in the soldier's Pay Book (A.B. 64) and comparing the total with the nett daily rate of pay, the approximate balance due to the man can be ascertained at any time by the company commander.

When a soldier's Pay Book is full, the company commander transfers the necessary particulars to a new book, extracts the soldier's will, if any, and hands it to the man, and forwards the old book to the base pay office.

(14) Remittances on Active Service.

A soldier on active service may desire to make a remittance of money to his relations or dependants. He may do this in one of two ways :—

- (a) He may hand the actual cash to his company commander for remittance ; or
- (b) He may request that a remittance be made from his undrawn pay.

In the first case the company commander will enter the amount of the cash handed in on his monthly account (A.F. N. 1531A) and he will send particulars of the amount and the name and address of the remittee to the base paymaster on A.F. O. 1727B. The money will then be paid to the individual concerned under arrangements made by the pay office. In this case no entry is made in the acquittance roll or in the soldier's pay book.

In case (b) when the remittance is to be made from undrawn pay, the company commander having ascertained that the soldier is sufficiently in credit, enters the amount in the man's pay book as a remittance and signs the entry. He then prepares A.F.O. 1727A giving the particulars of the amount, name and address of the remittee, and forwards it in triplicate to the base paymaster, who makes the necessary arrangements for the payment of the money and for adjusting the soldier's account with the regimental paymaster. No entry is made in the acquittance roll.

(15) **Loss of Soldier's Pay Book (A.B. 64).**

If a soldier loses his pay book a new one is issued by his company commander. No issues of pay can, however, be made to the soldier in respect of the time prior to the date upon which the loss was reported. The company commander enters the soldier's rate of pay and other particulars in the new book, and makes an entry to show that the old book has been lost. If the missing book is found subsequently it is marked "cancelled" and forwarded to the base pay office. The soldier's account is subsequently adjusted in respect of any unissued pay by the regimental paymaster.

CHAPTER XIII

MOVEMENT OF TROOPS AND STORES.

SECTION 29.

Rail Moves in Peace.

(Books of Reference :—K.R.; Regulations for Supply, Transport and Barrack Services; Allowance Regulations; Field Service Pocket Book and Field Service Regulations.)

(1) The movement of troops, their baggage and stores by rail in time of peace in Great Britain, is governed by the Railway Regulation Acts of 1842 and 1844, and by the Cheap Trains Act of 1883.

These laws make it compulsory on the railway companies to provide the necessary conveyance, at a price agreed upon between the Secretary of State and the railway companies, on the production of a "Route" duly signed by the competent authority.

When a state of emergency has been declared by an Order-in-Council, the Secretary of State is empowered, under Section 16 of the Regulation of the Forces Act of 1871, to take possession of the railways for military purposes should it be considered necessary to do so.

(2) Except in the case of individual officers, warrant officers, nurses, schoolmistresses or soldiers' families travelling without troops, all movements in peace time take place under the authority of a "Route"—a document bearing the signature of the Secretary of State for War. The Route is the actual authority for :—

- (a) The actual movement.
- (b) The recovery of travelling allowances, when admissible.
- (c) Claiming military rates for the conveyance.
- (d) The provision of billets by the police when necessary.

(3) There are five kinds of Routes, named according to the authority who issues them or the purpose for which they are to be used, viz. :

General or Headquarter Routes, issued by the War Office for the movement of large bodies of troops and for the movement of units to ports of embarkation for service overseas.

District Routes for the movement of troops within a command, or for parties of recruits from depots to their units, or for units moving to and from musketry or practice camps.

Regimental Routes for parties not exceeding ten in number and not requiring billets, issued by C.O.s. of units in certain cases specified in King's Regulations.

Deserter Routes and *Recruiting Service* Routes, issued, as their name implies, in connection with the movement of deserters or on recruiting duties.

(4) **Travelling Warrants** must not be confused with Routes. They are issued for all military passengers travelling on duty to avoid the necessity of making cash payments at the time of booking. On being presented at the booking office of railway or steamship companies they are accepted for the necessary tickets which are issued in exchange. The warrants are subsequently presented by the railway companies to the command paymaster concerned for payment.

For payment and cost accounting purposes, it is necessary that the warrants should be clearly endorsed so as to show the command paymaster who is responsible for paying for the tickets.

Travelling warrants are not admissible in certain cases detailed in the King's Regulations and Allowance Regulations ; such as in the case of soldiers discharged on purchase, or on release from civil prisons, or of youths when released from service at the request of a parent, having enlisted under age.

(5) Travelling Concessions.

Certain concessions are granted by railway companies in connection with leave of officers and other ranks. These concessions are detailed in Army Council Instructions (A.C.I. 404 of 1923). On production of the necessary Army Forms return tickets are issued for a single fare plus one-third, from the station where the individual is serving in the United Kingdom to his leave station in the United Kingdom.

(6) Instructions regarding the issue of railway warrants in certain special circumstances, such as in the case of journeys, broken by periods of leave, between schools of instruction and units are also contained in Army Council Instructions (A.C.I.s. 146 and 529 of 1922).

(7) Movement of Baggage and Stores.

Government stores are conveyed under arrangements made by the R.A.S.C. officer i/c transport of the sub-district concerned.

For the movement of baggage and stores, which remain in the custody of the unit during transit, as in the case of personal and unit baggage accompanying the unit on change of station, indents for the necessary transport are submitted on A.F. F. 756 to the officer i/c transport. This form is used for local services only, such as for conveyance from barracks to the railway station.

For the conveyance of baggage and stores, not remaining in the custody of the unit during transit, a "Carrier's Note" (A.F. G. 980) is used, or in the case of explosives a special form (A.F. G. 996) is required. For the conveyance of baggage of officers and other ranks and their families travelling individually on duty at home without troops, A.F. P. 1904 is used.

The amounts of baggage of units or individuals entitled to be conveyed at public expense are laid down in the Allowance Regulations.

(8) When indenting for transport for any purpose it is necessary to give full particulars as to time, place, nature and weight of the goods to be moved. Loading parties must also be provided by the unit, as the drivers of vehicles, whether horsed or motor, are not permitted to do the loading and unloading.

In the case of units moving a careful tally has to be kept of the weight of baggage, the cost of conveyance of which is admissible as a charge against the public, and of any excess baggage for which charges are assessed against the unit.

(9) Receipt of Stores by Carrier.

When stores are received, the officer or others receiving them will, before giving a receipt to the carrier, ascertain that the various packages are in good order and condition, and that sealing labels, where used, are not broken; but, whether in external good order or not, all packages must be immediately weighed and compared with the weight marked on the outside.

Should the weights differ, or packages appear to have been tampered with or damaged in transit, the contents will be examined and compared, in the presence of the carrier's representative, with the packing note which each package should contain. Any damage or deficiency must be recorded on the carrier's note or bill of lading, and confirmed in writing on A.F. G 978.

Where it is not possible to comply with these instructions in full, the receipt given will be qualified by the term "unexamined."

The stores will be examined as soon as possible to determine whether they agree with the particulars in the vouchers, and a written report of any deficiency or damage made to the carrier and consignor within three days; unless this is done the carriers will not accept liability. Subsequent investigation and recovery of the value of the loss or damage from the carriers

will be made through the R.A.S.C. officer i/c transport of the sub-district. In reporting any discrepancy the fullest information will be given, all numbers and weights and any marks upon the packages giving evidence of their having been tampered with being carefully recorded. The packages, with their notes and all wrappers, will be retained until the inquiry closes.

(10) General Notes.

- (a) Commanding officers are responsible that any individuals or small parties from their units are provided when travelling with sufficient funds to pay billeting charges and for subsistence on their journeys, or that they are provided with the necessary food for their journey. It has been found that this latter point is one requiring considerable supervision, especially in the case of individual men travelling for any purpose.
- (b) *Animals.*—When animals are sent from one unit to another the despatching unit is responsible for obtaining a veterinary certificate (A.F. O. 1640) to accompany the animals to certify that they are free from any infectious disease. It should not be overlooked that animals require labels and railway tickets like other passengers.
- (c) *Supply and Duty States.*—When a unit moves from one command to another the C.O. should send a duty state to the new command in advance of the move (A.F. B. 230). This form gives all the necessary particulars regarding the unit.

As soon as the date of the move is known A.F. F. 748 should be sent to the supply officer at both the old and the new station,

any subsequent changes in the date of the move being notified as and when they occur. This form enables supply officers to make the necessary arrangements for bulk supplies for the unit. The ordinary ration indents (A.B. 55) must of course be forwarded in addition.

- (d) *Notifying Railway Companies.*—When parties of men are going on leave or duty, in excess of six in number, previous notification should be sent to the railway company. When the party exceeds fifty, or twenty in the case of sea passages, full details of the party should be given, stating number of officers, men, families, horses, vehicles, etc.

(11) Entrainment Notes.

- (a) Women and children with their light luggage accompanying them, should be entrained before the arrival of the troops, transport from barracks being obtained as explained above.
- (b) The entrainment of troops should be carried out as a drill, strict discipline being maintained throughout.
- (c) The business of entraining animals, vehicles and stores should all proceed simultaneously, parties of sufficient strength being detailed in advance for these duties. All personnel not required for loading parties should be marched to the station only in sufficient time for their actual entrainment. Similarly, on detrainment all personnel in excess of unloading parties should be marched clear of the station premises as soon as possible.
- (d) The normal English third-class railway compartment, for ten passengers, will take

eight soldiers with their kit and equipment. Men should be told off to compartments before arrival on the platform.

(e) On long journeys, harness should be removed from horses prior to entrainment. The harness should be tied up in bundles and the bundles labelled to avoid loss.

(f) Horses should be led straight into the trucks, a quiet horse leading. The man leading should not stare the animal in the face. They should be packed as tightly as possible, cross bars being used in the case of partly filled trucks to keep the animals tightly packed. Troublesome horses should be hustled in by two men linking hands under and behind the horses' quarters. It is immaterial which way the horses' heads are facing, unless they are to be watered *en route*, when this point may have to be considered.

(g) Vehicles are entrained loaded and with covers lashed, shafts or perches on the floor of the trucks, and not sticking up in the air. Poles should be removed and lashed to the bodies of G.S. wagons, or packed under limbers in labelled bundles, care being taken to replace any keep pins on removal of poles and not to leave them behind.

(h) Inflammable stores should be loaded at the end of the train, in closed trucks if possible, fire precautions being provided if only open trucks are available.

(i) For cross-channel journeys in peace, part worn blankets may be drawn, one per man, woman or child. They are drawn from the officer i/c barracks at the station the unit is leaving and handed in again to the officer i/c barracks at the new station.

(12) Reconnaissance for Entrainment.

Prior to an entrainment the facilities at the entraining station should be reconnoitred carefully.

The chief points requiring attention may be summarized as follows :—

- (a) *Approaches to Station*.—Is there likely to be any traffic congestion, or difficulty in swinging guns or vehicles into the station yard.
- (b) *Forming-up Places*.—Can the unit form up anywhere in the vicinity of the station for a short halt, if necessary, before the actual entrainment.
- (c) *Entraining Facilities*.—What ramps, cranes, horse brows or other facilities exist for entraining vehicles and animals. Can loading of animals and vehicles proceed simultaneously. Whether end loading or side loading of trucks will have to be used. What type of trucks are available; do the ends and sides let down. What platforms are available.
- (d) *Water*.—Can horses be watered. Are there any facilities for filling water-carts, or water bottles.
- (e) *Latrines*.—What facilities exist. Will they need to be supplemented, if so, how can this be done best.
- (f) *Personnel*.—Is any railway or other personnel available to assist in loading and lashing vehicles, etc.
- (g) *Lighting*.—Are the station yards, sheds and platforms provided with any light for night working.
- (h) *Staff*.—Is there any staff officer detailed for duty at the station to control the movement and to arrange matters as between the troops and the railway staff.

SECTION 30.

Embarkation of Troops.

(For full details *vide* King's Regulations; Instructions for Officers Commanding Troops on Transports; Army Council Instructions.)

(1) The movements of troops to and from stations abroad are carried out under arrangements made by Q.M.G.'s branch of the staff at the War Office, the Director of movements and Quarterings being the chief officer concerned under the Q.M.G. Orders for movements to and from the port of embarkation in England are also issued by the War Office.

The ships, and their necessary fittings to meet the requirements of the troops, are provided by the Board of Trade, the actual embarkation and disembarkation is also controlled by the Board of Trade, through the embarkation commandant at the port. In peace time embarkations of troops normally take place at Southampton.

(2) Very full instructions regarding the conduct of embarking and disembarkations, the preliminary arrangements by the C.O.s. of units and drafts, and the reports and returns required are given in the King's Regulations and in the documents mentioned at the head of this section. These orders and instructions have been prepared as the result of past experience to overcome difficulties which have arisen from time to time. In the interests of the men under their command, and for the comfort of all concerned, a careful study of these regulations will well repay anyone in whom responsibilities are vested in connection with the movement of troops overseas. These instructions are very briefly outlined hereunder.

(3) Preliminary Arrangements.

(a) Prior to embarkation every man, woman and child must be medically examined as to the fitness to embark and to serve in

the country to which they are going. Similarly horses must be inspected by a veterinary officer. Medical certificates are required for each woman and child as to their fitness to embark.

In the case of drafts a certificate of fitness of each man must accompany the other documents.

- (b) Applications for passages for individual warrant and N.C.Os., men and families, not travelling with their units are made (on A.F. A. 19) to the officers i/c records concerned six weeks before the passages are actually required.
- (c) Every soldier required for embarkation for overseas must be personally warned to that effect. It is advisable to obtain the signatures of the men themselves to the warning order, or to warn the men personally in the presence of two N.C.Os. who are not themselves proceeding overseas. This precaution is necessary in case evidence should be required in support of a charge of desertion made against any man who fails to embark when ordered.

(4) Returns and Documents.

Returns and documents required in connection with the embarkation of troops are detailed in the King's Regulations and in Army Council Instructions. It is from these returns that the arrangements for the disposal of troops on disembarkation are made, and also the necessary financial adjustments. The punctual and accurate rendering of these documents is essential in the interests of the troops themselves. The chief forms required in connection with units and drafts are the nominal rolls, A.F. B. 141 (for units), A.F. B. 142, A.F. B. 143 and A.F. B. 167 in the case of troops for

India. Unless the information conveyed by these returns is available when required, delays and discomforts for those concerned are inevitable, and much inconvenience will be caused in disposing of individuals and soldiers' families and in adjusting the payment of the troops.

(5) Baggage.

A unit is responsible for its own baggage throughout the journey, and to avoid loss it is necessary that the greatest possible care should be paid to the full and correct labelling of all baggage in accordance with the regulations.

Heavy baggage is required to reach the port of embarkation two days in advance of the troops. This type of baggage is placed in the ship's hold and cannot be got at during the voyage.

Change of clothing baggage, limited to two packages of 2 cwt. each per officer, is placed in a special baggage room and can be got at at intervals during the voyage.

Cabin luggage is limited to small packages ($3' \times 2' \times 14''$) which can be placed under the berths in the cabin.

Soldiers' families are allowed one box each in the cabin, not exceeding 14" in height—to be taken on board by the owner.

Each type of baggage must be clearly labelled with its own distinctive label (Cabin—Baggage Room—Change of Clothing, Baggage Room—Women's Quarters). In addition there must be a "Destination Label" on each end of each package, and also a luggage label showing rank, name, regiment, name of ship, port of disembarkation and final destination of the owner. These labels, with the exception of the last named, are obtainable on demand from command headquarters.

All baggage in excess of 1 cwt. per officer and $\frac{1}{2}$ cwt. per man is required to be sent in advance to the port of embarkation.

Baggage must be sufficiently strongly packed, repairs to broken cases cannot be carried out at the port.

Baggage parties under a responsible officer, have to be sent by units in advance to the port of embarkation, for loading duty.

It is advisable to insure your personal luggage.

(6) Kit-Bags.

For purposes of voyages, every soldier is issued with a "sea kit-bag" to carry all that he requires for use during the voyage. The soldier's ordinary kit-bag is loaded with the baggage and cannot be got at until immediately prior to disembarkation. When possible kit-bags should be loaded in the train with the baggage, while the sea kit-bags are taken by the men in their carriages and are carried on board ship by their owners. The packing of the two kit-bags requires careful supervision to ensure that the men have with them, in the sea kit-bag, all that they require during the voyage.

(7) Advance Parties.

An R.S.M., R.Q.M.S., O.R.S. and troop deck-sergeant are detailed by the War Office for duty, during the trooping season on all Indian transports. Units embarking should send the following officers, W.Os. and N.C.Os. in advance to the port of embarkation in addition to the baggage parties already mentioned :—

- (i) The representatives of the adjutant, R.S.M., R.Q.M.S. and provost-sergeant.
- (ii) N.C.Os. for charge of library, helmet room and kit-bag room.
- (iii) The armourer attached to the unit.
- (iv) Troop deck-sergeants, as required to work under the permanent troop deck-sergeant.

(8) Embarkation.

The actual drill for the embarkation of a unit may be summarized as follows :—

- (i) Remove slings from rifles and store with haversack and water bottle in sea kit-bag, before arrival at port.
- (ii) Fix bayonets with scabbard on, rifles (each one labelled A.F. G. 1064) will be sent on board with swords and revolvers and stowed in the armoury.
- (iii) Fall in the men on wharf, as detailed to troop decks, tell off in messes, and march on board by messes carrying sea kit-bags, under guidance of troop deck-sergeants.
- (iv) Stow sea kit-bags and equipment in racks over mess tables—they are not to be hung on hammock hooks.
- (v) Collect and store helmets in helmet room by messes.
- (vi) Read fire instructions.
- (vii) At final inspection of ship before sailing—men to be seated in silence at mess tables.
- (viii) Smoking is not allowed on troop decks.

(9) Horses.

Horses must be veterinarianly inspected and shod before arrival at the port of embarkation. They are watered and fed before embarking, unless they are to be slung on board, when this should not be done within two hours previously. Harness is removed, packed in bundles, and the bundles labelled prior to stowing on board, the ship's head collars being put on. If horses are led on board, they should be led in a continuous string, any troublesome animals being left to the end. The farthest stall should be filled first. Horses should be hayed up as soon as they are embarked and secured.

(10) Vehicles.

Vehicles are embarked loaded and lashed. Poles should be removed and lashed to the bodies of G.S. wagons, or tied in bundles and labelled in other cases. Single poles are liable to loss and breakage. Strict

supervision is necessary to ensure the replacing of pins and fastenings on removal of pole or shafts.

(11) Dogs.

Only eight dogs are allowed on any one transport. Permission in each case has to be obtained from the War Office. Kennels must be provided by the owners, and owners must also arrange for feeding on board. Dogs travel entirely at the owner's risk. Owners are required to obtain the necessary export licence from the Ministry of Agriculture and Fisheries.

(12) Officers' Families.

Officers' families* and indulgence passengers are required to pay for their messing in cash before embarking. The rates at present in force are 7/6 per diem first class, 5/- second class, and 1/10 third class for all persons over ten years of age ; under this age half the above rates ; infants under one year no charge. The amounts are calculated for the fixed standard voyage periods, viz. :—Gibraltar, 6 days ; Malta, 8 days ; Egypt, 12 days ; Aden, 15 days ; India, 22 days, etc. ; the amount payable will not vary should the actual voyage take less or more than the standard number of days.

(13) Duties on Board Ship.

A hammock and blankets are issued for the use of each man, for the period of the voyage. Each set bears a tally which must be marked with the man's name, mess and mess number.

A sanitary sergeant should be appointed for the voyage to supervise the work of the parties detailed for cleaning, and to be responsible for the cleanliness of all latrines, wash-houses and sanitary arrangements generally.

The issue of rations on board is arranged between the ship's quartermaster and an officer detailed by the master.

*Except quartermasters, riding masters, district officers R.A., and those specified in Allowance Regulations, para 443 (c)

One pint of beer per man may be obtained daily on repayment. Lists have to be prepared of those men requiring it, and payment has to be made in cash on board. Cocoa is issuable alternatively. Members of the sergeants' mess may in addition purchase two bottles of beer daily.

A free issue of cocoa for guards at night may be made at the discretion of the C.O.

The greatest care is necessary in checking all stores of bedding, mess utensils, etc., to prevent loss. Checks should be made both before and after reaching or leaving any intermediate port, and before final disembarkation. If this is not done cases may occur of such articles being used for barter purposes while ships are in port. Losses can in this manner be recovered from the individuals responsible.

(14) Disembarkation.

Men disembark carrying their kit-bags and fully armed and equipped. When possible they should go straight from the ship to the train, with the exception of those detailed for baggage or other duties, and the personnel required in connection with Customs examination.

All clearing up, checking and handing over of stores, etc., should be completed before the ship enters the harbour. If weather conditions admit light luggage should be got up on deck before arrival.

For the clearance of luggage, officers are recommended to employ one of the accredited agents ; agents' fees are recoverable under King's Regulations.

Warrants are issued at the port of disembarkation, by the embarkation staff to all individuals entitled to them.

Those individuals to whom warrants cannot be issued must make their own travelling arrangements, and submit travelling claims in due course in accordance with the Allowance Regulations.

SECTION 31.

Troop Movements by Rail in War.

(Books of Reference :—Field Service Regulations ; Manual of Movement (War) ; King's Regulations.)

(1) The first principle of successful military transportation is to establish a central military control over all transport agencies, which not only controls the use of each individual agency, but co-ordinates the use of the various agencies amongst themselves.

This control and co-ordination is accordingly exercised by the D.Q.M.G. under whose authority all movements ordered by the C.-in-C. are carried out. To assist the D.Q.M.G. in his duties in connection with movements, a Movements Staff is provided. This Movement Staff includes all grades of Staff officers of the Q.M.G.'s Staff, viz. :—A.Q.M.G. (M), D.A.Q.M.G. (M), Staff Captain (M), and Staff Lieutenant (M). These officers may be attached to the staff of commanders of formations and of areas, in accordance with circumstances, but they remain officers of the G.H.Q. Staff responsible through their superiors to the D.Q.M.G.

(2) For the movement of troops by rail, the first essential for success is that the military requirements should be notified to the railway administration through the one recognized channel of the movement staff. The actual move is carried out under the supervision and direction of this staff.

(3) When a large force is to be moved a comparatively short distance by land, it is quicker to move by road, but as the distance increases it becomes more expeditious to use railway transport. As a guide it may be taken that in the case of a division, when the distance is under 60 miles (or 90 miles in the case of a cavalry division), the move will be carried out more rapidly by road than by rail. This is due partly to the actual time taken in entraining and detraining large

bodies of troops, and partly to technical railway considerations.

(4) The essence of efficiency in any railway move is strict adherence to previously prepared programmes and exact punctuality and good discipline in connection with the operations of entraining and detraining on the part of the troops.

(5) Troop movements by rail in war may be classified as follows :—

- (i) Concentration or strategic moves of large bodies such as one or more divisions.
- (ii) Moves of small bodies of formed troops—such as individual battalions, regiments or batteries, by strategic trains.
- (iii) Tactical moves.
- (iv) Movement of sick and wounded.
- (v) Movements of reinforcements—of small parties and individuals—moves of leave personnel.

All the above type of moves are carried out under the supervision and orders of the movement staff, who will give advice and assistance to the troops as may be necessary. The actual procedure for entraining and detraining and the points requiring the attention of units in this connection have been indicated in the previous section on movements by rail in peace.

(6) Strategical Moves, whether of large formations or of individual units, may be carried out either in a number of trains specially assembled, of varying types, to suit the needs of individual units, or one standard type of train may be used for all units, other than certain exceptions—such as tank and some heavy artillery units which would require special natures of trucks.

The first of these two systems, while allowing of greater comfort for the troops in that more passenger coaches are used, causes much labour in the assembling of the trains. Trains are generally not interchangeable

and can only be used by the units for which they have been prepared. This results in loss of carrying power in the long run, and it can rarely be resorted to outside the United Kingdom. The second, or Continental system, admits of standard type trains being held in readiness to meet eventualities at certain points on a railway system. The trains contain a fixed number of vehicles suitable for the carriage of men or horses and of transport vehicles, and are generally capable of carrying a regiment of cavalry, or a battery of artillery, or battalion of infantry. A normal train of standard type would contain 50 vehicles (2 brake vans, 1 passenger coach for officers, 30 covered wagons for personnel and animals, and 17 flat trucks for guns and vehicles). The actual numbers may vary somewhat according to the nature of the line, gauge, gradients, engine power, etc. This system may result in a certain amount of splitting up of units, and it requires a large number of covered wagons, but it much facilitates the movement of large bodies of troops, and on the whole the advantages far outweigh the disadvantages.

(7) When operations are in progress and the normal needs of the force in the field are being met, it has been found that the maximum number of military trains which can be handled over a normal double line railway system for purposes of the strategic move of a division or more is 24 trains in 24 hours. Given reasonable facilities for entraining or detraining and for marshalling the trains, and allowing a small margin for eventualities, a period of 3 hours is required for the loading or unloading and despatching of complete strategical trains from any one entraining or detraining point, or a maximum of 8 trains in 24 hours.

It follows, therefore, that, if the maximum rate of movement of a large force (such as a division or more) of 24 trains in 24 hours is to be maintained, a minimum of 3 entraining and 3 detraining places will be required in the areas from which and to which the force is moving.

(8) **Regulating Stations** may be required in the case of strategical moves of large forces, either for reasons of secrecy or to allow of alterations being made in destinations owing to changes occurring during the period of the move. When such a station is used all trains are despatched to it from their points of departure and from there are directed to their final detraining points by an officer of the movements staff.

(9) **Tactical Moves.**

Tactical moves by rail differ from strategical moves in that in the former case the fighting portion of the unit, accompanied by a limited amount of transport, travels by train, the remainder going by road, whereas in the case of a strategical move units travel by train complete in every respect. Consequently, the use of tactical trains must normally be limited to a distance not greater than that which the transport can cover in a two days' march.

Tactical trains may be used either to save fatigue to troops, to save congestion on roads, or for purposes of moving troops rapidly as reinforcements to any threatened front. For this last purpose it may be found advisable to hold in permanent commission, at selected centres, trains of suitable carrying capacity. For example, for the tactical move of a brigade of infantry four trains composed mainly of vehicles which will carry personnel, and one train for the first line transport of the brigade, will usually be necessary. All arrangements for tactical moves are made by the movement staff in communication with the general staff of the formation concerned.

(10) **Movements of Sick and Wounded** are normally carried out either in regularly fitted ambulance trains, or in temporary ambulance trains consisting of ordinary passenger coaches.

The regular ambulance train is practically a hospital on wheels, capable of carrying stretcher cases as well as wounded sitting up. Temporary ambulance trains

are useful for the evacuation of lightly wounded and sick, sitting up cases only. Their use reduces the number of ambulance trains required. The location, use and running of ambulance trains is arranged by the movement staff in consultation with the general staff and the medical authorities. The running of these trains must generally conform to the pace of the ordinary maintenance trains. Ambulance trains require a long time to load and unload, and good sidings with easy access for motor ambulances should be selected for them when possible.

(11) The movement of small parties and individuals, of leave personnel and of reinforcements from base depots, do not as a rule present any technical railway difficulties, but they require great care and organization on the part of the movement staff. Steps have to be taken to prevent waste of carrying power on the railway, to ensure rapid and accurate distribution of individuals to various destinations, to provide for the comfort, feeding, etc., of personnel *en route*, and to maintain the secrecy necessary in all matters affecting troop distribution. In the above connection use can sometimes be made, to a limited extent, of existing civil trains for the movement of individuals or small parties, but not much reliance can be placed on this in a theatre of war. Reinforcement regulating stations will generally be required, through which the detailed distribution of batches of reinforcements to the destinations desired can be effected.

(12) Supply Questions in Connection with Railway Moves.

During journeys occupying any considerable length of time, special arrangements are required for the feeding of personnel and animals *en route*. Halts must be arranged for and cooking and similar facilities at these halting places provided, and arrangements organized for feeding and watering animals. The

attaching of cooking vans to trains carrying troops is of the greatest assistance in this respect. Apart from the actual feeding and watering *en route*, special arrangements may be required departing slightly from the normal day by day system of distribution of rations to units. Special care in this connection will be necessary in the case of moves by tactical train when units are necessarily separated for a period from the bulk of their transport. Arrangements to this end require to be thought out in advance to meet the various cases which may arise in the event of moves taking place possibly at very short notice. By considering what is the normal supply situation at any given moment, when orders may be received for a move by strategical or tactical trains, it will be seen that the maintenance of supply to units will generally necessitate a *double refill* either on the day of entrainment or the day of detraining, possibly on both these days. A double refill means that the divisional supply company vehicles refill twice on one day instead of once as in the normal procedure.

For example, assuming that a division receives orders at 12 noon on the 1st to begin entraining on the night 1st/2nd, for a new area, the supply situation of the division at 12 noon on the 1st would normally be as follows :—

- (a) *With the units*, that is, on the man and horse or in travelling kitchens, the unexpended portion of the ration for consumption on the 1st, and the iron ration.
- (b) *With the divisional supply company* the supplies for consumption on the 2nd, having just refilled at the supply refilling point.
- (c) *With the divisional Maintenance Company*, at this hour the lorries would probably be empty or in process of loading at railhead with supplies for consumption on the 3rd.

The question now arises what action should be taken with regard to supplies for units entraining on the night 1st/2nd, and on the 2nd. The following will probably be the best solution in the situation in question.

The supply company to deliver to units as soon as possible supplies for consumption on 2nd, and then to refill again with supplies for consumption on 3rd, which will be sent up by the divisional Maintenance Company immediately they are loaded. The refilled lorries of the supply company would then proceed immediately to the new area by road to meet units arriving there by rail; the lorries of the divisional Maintenance Company would be emptied on the night 1st/2nd, ready to reload at their same railhead on the 2nd, with supplies for consumption on 4th, and they would then proceed by road to the new area carrying these supplies.

In the event of a sudden move, it might be found more convenient to deliver to units at their entraining stations direct from the divisional Maintenance Company on the night 1st/2nd to avoid unloading the supply company lorries which must proceed loaded with units, or by road that night to the new area. Whichever method is used it amounts to a double refill on the day of entrainment.

A process similar to the above would be carried out for the various units throughout the period of the entrainment, slight modifications being made as necessary in accordance with the hour of each unit's move.

In the case of moves by tactical trains, units may be separated from their own transport for two days, a proportion of the food for the men must then accompany the troops going by rail, while a double refill is carried out for the road party which then carries with it the supplies required for the two days' march.

SECTION 32.

Troop Movements by Road in War.

(Book of Reference :—Field Service Regulations and Manual of Movement (War).)

(1) Road Moves—General Points.

Movements of troops by road may be carried out by march or by mechanical transport. Like every other military operation preliminary reconnaissance is of the utmost value in connection with such movements and should never be neglected.

If an individual is setting out to walk from *A* to *B*, a distance of say 25 miles, he requires little by way of the organization of his move, beyond ensuring that his boots are in good order and he is in possession of a reliable map or knowledge of the route. If, however, a considerable force is to be moved from one area to another by road a great deal of arrangement, organization and management of the move is necessary. This organization and management falls under two heads :—

- (a) Staff arrangements ; and
- (b) March Discipline.

Under the first of these headings comes such matters as the issue of orders for the move, the selection and marking of starting points, the choice of the route to be followed, the order of march of units, the selection and organization of halting places, the control of traffic both military and civilian *en route*, the marking of the route at points where mistakes might be made, the organization for the protection of all parts of the column during the move, medical arrangements, the ultimate disposal of the troops in the new area and the guiding of units to their final destination.

Under the second heading — March Discipline — comes everything that affects the comfort of the troops on the move, and their efficiency during and after the move. This includes such matters as the fitting of the men's boots and the harness and saddlery of

animals, the proper loading of pack animals and vehicles, the proper use of short halts, the preservation of the distances and intervals ordered and the maintenance of a uniform pace throughout columns. The hour of unit parades prior to moving off, the use of water bottles during the march, the opening out of columns in hot weather and to avoid dust, the increase of normal frontages over open ground, the avoidance of the blocking of roads and crossing places, the feeding of troops before and during the move, are all matters which may be classed under the heading of "March Discipline," and last, but by no means least, sanitary arrangements at halting places *en route*.

The actual details of how the above-mentioned points are dealt with, whether under the heading of staff duties or march discipline, will vary somewhat with circumstances. The nature of the country, the time of year, temperature, the organization of the force, the existence or otherwise of good roads, water, shade and many minor questions will have to be given due consideration in each case.

The principles governing the above questions are fully set out in Field Service Regulations. The better the staff arrangements and the more perfect the march discipline in conformity with these principles, the greater will be the comfort of the troops and their efficiency and morale will be correspondingly increased.

(2) Order of March.

In planning a move of a large formation it is well to remember that :—

"The orders for to-morrow are the preliminary orders for the day after to-morrow." (Von Schellendorf.)

Tactical considerations are therefore of paramount importance, and the distribution of the troops, and their attendant transport and supply services in the

order of march, must first be considered with regard thereto. Cases do, however, occur when tactical questions have not to be considered in connection with marches, in such cases the comfort of the troops becomes the first consideration.

In this latter case it is often advisable to march infantry battalions by separate routes to cavalry and artillery. Transport may also be moved separately. Arrangements of this sort avoid the breaking up of roads and the creation of dust. It is, however, generally unsound to break up units and to separate them from their *regimental* transport for any appreciable time.

Administrative arrangements for supply, billeting, etc., are often facilitated by marching in groups, an infantry brigade with certain artillery, engineer and other units attached for example. A grouping such as this can be conveniently supplied by one section of the supply company. There are, however, certain difficulties in reverting from an order of march of this nature to a distribution in tactical order of march of a division, should such be necessary.

(3) In the case of continuous marches over a number of days there are certain administrative matters requiring attention, these are :—

(a) *Accommodation*.—When troops are billeted this should be done as far as possible in the order of march for the following day, and as near as possible to the route to be followed. If early starts are necessary, it is easier to start from camp or bivouac than from scattered billets.

(b) *Supply and Transport*.—When large forces are concerned it is advisable to allot definite hours, during which the roads are to be kept entirely free of troops for the movement of mechanical transport columns supplying the formations.

(c) *Halts and Pace.*—The pace of movement of large formations, including the normal short hourly halts, will probably be found to be nearer $2\frac{1}{4}$ miles an hour than $2\frac{1}{2}$. A long halt is required during all marches over 15 miles; and during all halts the vicinity of villages, and defiles of any sort should be avoided. This will require careful staff arrangements. Feeding and watering arrangements should, if possible, be made in advance for long halts, and the necessary police and traffic control provided.

(4) **Movement of Troops by Mechanical Transport—General Points.**

The process of moving troops by means of mechanical transport (buses and lorries) is similar in some respects to movement by tactical train. Such movements will normally be confined to dismounted personnel, and to distances up to about 40 miles, as units must be separated from their regimental transport, which proceeds by march route, and the distance is therefore determined normally by the distance which can be covered by the transport in two days, as in the case of tactical train moves.*

Occasions when M.T. moves may usefully be made are when railway facilities are not good, or are already overtaxed; for withdrawing exhausted troops from battle areas into rest; to seize important tactical localities rapidly, or to reinforce threatened points; to move troops of low category such as labour units. Use has also been made of lorry transport for the movement of infantry in close support of cavalry. The French Army in the famous defence of Verdun in 1915 made great use of bus convoys for troop movements in this connection.

This method of moving troops is expensive and causes very considerable wear and tear of roads, but

* If and when unit first line transport is mechanized this restriction does not arise.

it admits of surprise action being effected by a commander more readily than can be done by railway moves. The pace of movement of large bus convoys averages about 8 miles an hour by day or 6 by night.

(5) Principles of Bus Moves.

In organizing the movement of troops by bus there are certain principles to bear in mind. The bus route should be fixed and treated in principle like a railway line. Fixed points should be decided on for embussing, for debussing, for halting and for turning. The closest co-operation between the troops and the bus authorities is essential for success. Troops should be trained, if possible, in embussing and debussing rapidly. About 15 minutes should be allowed for the actual process of embussing or debussing, though with good drill 3,500 men have been embussed in 6 minutes.

(6) Embussing and Debussing Points should be selected as far as possible on a long straight reach of broad road, with an open space at the side. But regard may have to be paid to concealment from air observation, when roads screened by trees should be selected. Six buses require 80 yards of road space, or say 100 buses to 1,400 yards for larger convoys. The running distance of bus convoys 25 yards to each bus. In selecting embussing and debussing points careful preliminary reconnaissance is necessary ; the vicinity of towns, villages, or defiles of any sort should be avoided. An assembly place for troops to form up is required in the vicinity of debussing points. The embussing or debussing point described in orders is the point where the head of the bus column halts. This point should be carefully marked and the method of marking it known to all concerned. Signalling arrangements require to be organized at embussing and debussing points ; this is best done by flag or motor cyclist orderly.

(7) Organization of Bus Moves.

- (i) The higher authority ordering the move will normally fix the time of starting, the route, halting places if required, and duration of halts, the time at which certain points are to be cleared and the destination.
- (ii) The officer commanding the bus park will then be responsible for getting the buses to the embussing point, for following the route order and for running to time.
- (iii) The responsibility for getting the troops to the embussing point at the right time, for clearing the road for the vehicles to form up, for the actual embussing, debussing, and clearing the road at the journey's end for the buses to move off, rests on the O.C. of the unit or formation moving.
- (iv) Advance parties, including guides, should be sent to the destination end ahead of the main body.
- (v) Troops embussing should be told off in advance into parties for each bus or lorry (25 to a bus, 20 to a lorry). These parties should be numbered and the actual buses and lorries should be correspondingly numbered in consultation between the formation commander and the bus park commander.
- (vi) These parties are formed into unit groups, and the leading vehicle allotted to each unit group in the convoy is marked with a flag.
- (vii) If any baggage accompanies the troops it must be loaded in separate lorries, and not in the buses or lorries carrying troops, and should proceed in an entirely separate column.

- (viii) Troops should not be marched on to the embussing point until the buses themselves have been formed up in their allotted places. From 15 to 20 minutes should be allowed for forming up a large bus convoy. At the journey's end the troops should clear the debussing point immediately and should not march on to the road until the buses are clear.
- (ix) Sufficient spare vehicles will be allotted according to the size of the formation moving ; these vehicles are not numbered but should be marked " Not to be loaded."
- (x) Large bus convoys are liable to attack, especially from air, and Os.C. bus columns are responsible for taking the necessary precautions *en route*. Lewis guns for A.A. defence should be carried loaded.
- (xi) In addition to the O.C. of the bus column, a commander should be appointed for each group ((vi) above). He superintends the embussing and debussing of his own group, ensures that officers are evenly distributed between the vehicles of his group. He arranges for signalling communication with the O.C. of the bus column and ensures that the necessary defensive arrangements against air attack are made in his group. He should travel on the driver's seat of the leading bus of his group.

(8) Supply Arrangements both for the unit's transport party and for the troops proceeding by bus are organized in a manner similar to moves by tactical train, the troops moving by bus being fed by mechanical transport until rejoined by their own regimental transport.

CHAPTER XIV

SECTION 33.

R.E. Services in War.

Any or all of the other arms may require the services of the Royal Engineers to enable them to perform adequately their functions as a fighting force. These R.E. services are performed by the field squadrons with cavalry divisions, the field companies and field park companies with infantry divisions, and by the Army troops companies, electrical and mechanical companies, anti-aircraft searchlight battalions, light bridging parks, workshops and parks, and field survey companies allotted to higher formations according to circumstances.

The tactical employment of the Royal Engineers in the field is outside the scope of this book, and the principles governing their employment are laid down in the Field Service Regulations.

But both from the point of view of tactics and administration it is important always to bear in mind that the Royal Engineers are technical troops and that they should not be employed on defence work, or work of a non-technical nature, which is within the capabilities of the other arms to carry out for themselves. R.E. assistance in these connections is limited to technical advice and supervision, and to the provision of the necessary materials and additional tools where required.

As regards tools, in addition to such articles (picks, billhooks, shovels, spades and axes) as actually form part of the equipment of the various types of vehicles, all fighting units are provided in the field with a certain proportion of tools as part of their war equipment. These tools include picks, shovels, spades, billhooks,

axes, saws, and crowbars. A reserve of 550 picks and 840 shovels is carried by each infantry brigade headquarters, and a further divisional reserve of 435 picks and 860 shovels is carried by the Field Park Company R.E. of a division. Sandbags are carried by all R.E. units of divisions and cavalry divisions.

Explosives are carried by field squadrons and field companies R.E., and a further reserve is maintained in ammunition companies of the divisional R.A.S.C.

The General Staff is responsible for forecasting the quantities of R.E. stores required from time to time and for allotment of available resources in accordance with tactical requirements, the nature of work to be carried out, and available labour. The Q.M.G.'s branch of the Staff is responsible for the provision of the necessary transport for conveyance of the stores. The R.E. are responsible for technical advice in connection with the nature and quantities of stores required and the allotment of stores to different types of work required.

The actual stores are forwarded from the base through engineer parks or dumps in army, corps of divisional areas.

The R.E. units allotted to divisions as part of their war establishment, are equipped to enable them to perform all engineering work likely to be required by their divisions in mobile warfare including light and medium bridging ; any engineering work of a heavier or more permanent nature or specially technical work would be carried out by the R.E. units allotted to the higher formations in accordance with requirements.

LIST OF OFFICIAL PUBLICATIONS AND SUMMARY OF CONTENTS.

The following official publications (Manuals and Regulations) deal either directly or indirectly with questions of Military Organization and Administration.

As new editions of these publications are issued notification of the fact appears in Army Orders.

1. Manual of Military Law.
2. King's Regulations.
3. Field Service Regulations, Vol. I.
4. Field Service Regulations, Vol. II.
5. Mobilization Regulations.
6. Regulations for Recruiting.
7. Manual of Movements.
8. Equipment Regulations, Parts I, II and III.
9. Clothing Regulations.
10. Regulations for Army Ordnance Services.
11. Priced Vocabulary of Stores.
12. Ordnance Manual.
13. Remount Manual.
14. Manual Veterinary Services.
15. R.A.M.C. Training.
16. Manual Military Hygiene.
17. Manual Military Sanitation.
18. Management of Soldier's Messing.
19. Manual Cooking and Dietary.
20. Instructions for Pay Duties.
21. Financial Instructions.
22. Regulations for R.E. Services (Peace)
Part I & II.
23. Regulations for Supply, Transport and
Barrack Services.
24. R.A.S.C. Training, Parts I, II and III
25. Royal Warrant for Pay, etc.

26. Regulations for Allowances of the Army.
27. Field Service Pocket Book.
28. Animal Management (1923).
29. Peace Establishments.
30. War Establishments.
31. Army Orders.
32. Army Council Instructions.
33. Training Manuals : Cavalry, Artillery, Infantry, R.E. and Tanks.
34. Training and Manoeuvre Regulations.
35. Regulations for Territorial Army.
36. Field Service Manuals : All Arms.
37. Supply Manual : War.
38. Transport Manual : War.
39. General Index to Army Regulations.
40. Rules for the Conduct of Garrison and Regimental Institutes.

The following is a brief summary of the contents of some of the more important of the above publications :

Allowance Regulations.—Questions of allowances as opposed to pay, married establishments, fuel, light, lodging, furniture, travelling and other allowances, and the conditions under which they may be claimed, retained or forfeited. Scales of allowances in varying circumstances.

Clothing Regulations.—Supply and disposal of clothing, and rules regarding clothing allowance. The system of indenting for and accounting for clothing and necessaries in normal circumstances and in cases of transfers, discharges, deserters, prisoners, etc. How to deal with losses and damages in connection with clothing. Repairs, fitting, and marking of clothing, preservation of clothing, maintenance and turnover of reserves of clothing, issue of clothing on mobilization.

Equipment Regulations.—Gives similar information to that contained in clothing regulations only applied

to equipment of all natures. Indenting for stores, small arms, accoutrements, regimental transport, machine guns and ammunition, harness, camp equipment, signalling equipment, etc. The duties of armourers.

Field Service Regulations, Vol. I.—The organization of the army for war; the system of command and administration, and the duties of the various branches of the staff of the army; the system of making provision for the army's needs in personnel, animals and material of all kinds; staff duties and intercommunication in the field; office work and censorship; transportation services; supply; ordnance; medical, remount and veterinary services in war; clearing the battlefield; civilians, prisoners, money, and accounts.

Field Service Pocket Book.—This is a handy book of reference for use on active service or on manœuvres, containing military information extracted from other official publications, which cannot all be carried conveniently in the field. Establishments, organization, marches, accommodation, orders, map-reading, field engineering, transport and movement of troops, supply, pay, clothing and other services, office work and discipline, are some of the subjects dealt with.

Instructions for Pay Duties.—This pamphlet is for the assistance of company, squadron, battery, etc., commanders, in dealing with questions of pay accountancy of the men of their sub-units. It deals with imprests, cash payments, company bills, etc., and the manner of accounting for them through the Pay and Mess Book. The keeping of the Company Cash Book and Ledgers is also explained. The system of payment of drafts, transfers, and men on discharge or transfer to the reserve is also dealt with, and the steps to be taken on handing over command of a company.

King's Regulations.—The organization, government and command of the army; the duties of all ranks of officers, staff, regimental and departmental conditions;

of appointment, posting, transfer and retirement of officers ; conditions of service of soldiers, promotion, transfer, discharge, extensions of service, re-engagement, prolongation of and continuance in the Service ; discipline and courts-martial, courts of inquiry, committees and boards ; regulations for the Army Reserve ; training, education and examinations for promotion ; ceremonial, dress and clothing ; movement of troops by land and sea ; duties in connection with money and accounts, barracks and quarters generally, hospitals, bands, messes, institutes and workshops ; leave, absence and furlough ; correspondence, documents and records.

Should be studied in conjunction with the *Manual of Military Law* on all questions affecting discipline, courts-martial, and terms and conditions of service of all ranks.

Manual of Movement (War).—Organization for the control of movement of troops, stores, supplies, equipment, etc., in war, by road, rail, sea, air, and inland waterways ; principles of movement ; strategical moves, tactical moves ; general safeguards ; special conditions effecting different natures of warfare ; movement of artillery on railway mountings.

Manual of Military Hygiene.—Sanitation in the army ; causation and prevention of disease among soldiers, and special conditions affecting the health of the army in peace and war ; hygiene and sanitation in barracks, on the march and in the field ; sanitary organization in peace and war ; duties and responsibilities of regimental officers in connection with the preservation of the health of the troops.

Manual of Cooking and Dietary ; Management of the Soldiers' Messing.—These two manuals should be read in conjunction with one another ; they contain all necessary instructions regarding the organization of the feeding of a unit ; the preparation of diet sheets, management of bread ; meat and grocery rations ;

the preparation of food and service of meals ; the uses and value of the various dishes ; the collection and disposal of by-products of the ration ; accounting for the soldiers' ration in A.B. 48 ; the travelling kitchen, haybox cookery, and fuel economy.

Mobilization Regulations.—Arrangements made during peace for completing units on mobilization with personnel, animals and war outfit ; the preparation of mobilization returns and mobilization schemes and programmes ; the duties of commanders and others when mobilization is ordered ; instructions regarding reservists ; pay duties in connection with mobilization.

Recruiting Regulations.—The organization of recruiting services ; duties of officers and others in connection with recruiting ; terms and conditions of enlistment and re-enlistment ; proceedings on enlistment ; enlistment of boys ; despatch of recruits to their destinations.

Regulations for R.E. Services.—These regulations are mainly technical or semi-technical and in addition to instructions concerning the organization and system of working R.E. services in peace ; they explain what duties are to be performed by the R.E. and by others in connection with barracks, lands, etc., in occupation of troops. Encroachments, lettings, repairs, renewals and maintenance, light, water, and drainage questions in connection with barracks are also dealt with. These regulations should be studied in connection with marching in and out inspections, and repair and upkeep of barrack buildings generally.

Regulations for S.T. and B. Services (Supply, Transport, and Barrack Services).—Deals with the general administration of R.A.S.C. services in peace and war, from a technical point of view, and has separate sections dealing with question of supply, transport, and barrack services. Units will be mostly concerned with the section on barrack services which deals with questions of fuel, bedding, and barrack expense store. In the appendices instructions are given on such

matters as use of gas in barracks ; care and protection of water supply in barracks during frosty weather ; marking of coal yards and stores ; chimney sweeping ; sanitary work in barracks ; excess issues of furniture in barracks ; marching in and out inspections of barracks ; orders for quartermasters regarding use of gas, water and electric light ; fire engines.

Royal Warrant for Pay, etc.—Appointment, promotion, and exchange of officers ; pay of officers ; additional pay ; coast pay ; command pay ; extra duty pay, etc. ; half pay ; retired pay and rewards ; widows and families' pensions and compassionate allowances ; appointment, etc., to the Reserve of Officers ; similar information to the above regarding W.Os., N.C.Os. and men ; proficiency pay, good conduct pay ; pay of the Army Reserve ; bounties and rewards for recruiting ; conditions of discharge W.Os., N.C.Os. and men ; pensions and gratuities of W.Os., N.C.Os. and men ; pensions to widows and dependants.

Training and Manœuvre Regulations.—In addition to sections on the general organization of training for all branches of the Army, deals with the special organization of manœuvres, umpiring, claims, and compensation duties, and the hire of land. The principles and system of training both indoor and outdoor throughout the training year are explained.

Rules for the Conduct of Garrison and Regimental Institutes.—The general organization and conduct of Regimental Institutes ; the N.A.A.F.I., its functions and responsibilities ; rebates and their expenditure ; buildings, furniture, equipment and cleaning of institute rooms and buildings ; repairs and replacements in institutes ; lighting, heating, and water supply in institutes ; persons entitled to use regimental institutes ; messing supplies, liquors and licences ; libraries.

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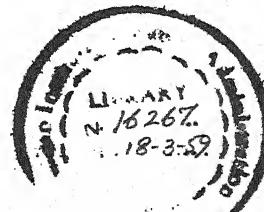
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